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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2011 to 30 June 2012 and budget for the period from 1 July 2013 to 30 June 2014

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution 59/296, the present report provides an overview of the financial and administrative aspects of the financing of United Nations peacekeeping operations. It outlines management initiatives proposed by the Department of Peacekeeping Operations and the Department of Field Support for 2013/14 and provides information on the implementation of the requests contained in Assembly resolution 66/264. The report provides consolidated information on the performance of the budgets for the period from 1 July 2011 to 30 June 2012 and on the budget proposals for the period from 1 July 2013 to 30 June 2014. The report also includes sections on the status of the Peacekeeping Reserve Fund, management of contingent-owned equipment, liabilities to troop-contributing and formed police-contributing countries and death and disability compensation.

For the period from 1 July 2011 to 30 June 2012, total expenditure amounted to $7,562.0 million against a total approved budget of $7,863.9 million, exclusive of budgeted voluntary contributions in kind, as summarized in the table below.

Financial resource performance

(Millions of United States dollars)

	1 July 2011 to 30 June 2012		*Variance*	
Peacekeeping component	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Missions	7 450.6	7 152.9	297.7	4.0
United Nations Logistics Base at Brindisi	68.5	64.3	4.2	6.2
Support account for peacekeeping operations[a]	344.8	344.8	–	–
Subtotal	**7 863.9**	**7 562.0**	**301.9**	**3.8**
Voluntary contributions in kind (budgeted)	6.4	6.7	(0.3)	(4.9)
Total	**7 870.3**	**7 568.7**	**301.6**	**3.8**

[a] Includes requirements for enterprise resource planning in the amount of $47.2 million.

Financial resources for peacekeeping operations for the period from 1 July 2013 to 30 June 2014 are estimated at $7,212.0 million, exclusive of voluntary contributions in kind, summarized as follows:

Financial resources

(Millions of United States dollars)

Peacekeeping component	*1 July 2012 to 30 June 2013 (apportionment)*	*1 July 2013 to 30 June 2014 (cost estimates)*	*Variance*	
			Amount	*Percentage*
Missions	6 937.5	6 815.2	(122.3)	(1.8)
United Nations Logistics Base at Brindisi	68.6	68.9	0.3	0.4
Support account for peacekeeping operations[a]	318.0	328.0	10.0	3.1
Subtotal	**7 324.1**	**7 212.0**	**(112.1)**	**(1.5)**
Voluntary contributions in kind (budgeted)	8.6	6.4	(2.2)	(25.7)
Total	**7 332.7**	**7 218.4**	**(114.3)**	**(1.6)**

[a] Inclusive of requirements for enterprise resource planning in the amounts of $37.3 million for 2012/13 and $18.7 million for 2013/14.

The action to be taken by the General Assembly is set out in section IX of the present report.

Abbreviations

AFISMA	African-led International Support Mission in Mali
AMISOM	African Union Mission in Somalia
ADF	Allied Democratic Forces
ECOWAS	Economic Community of West African States
FARDC	Forces armées de la République démocratique du Congo
FDLR	Forces démocratiques de libération du Rwanda
IPSAS	International Public Sector Accounting Standards
JEM	Justice and Equality Movement
LRA	Lord's Resistance Army
MINURCA	United Nations Mission in the Central African Republic
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
SLA	Sudan Liberation Army
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNEP	United Nations Environment Programme
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNHCR	Office of the United Nations High Commissioner for Refugees
UNIFIL	United Nations Interim Force in Lebanon
UNITAR	United Nations Institute for Training and Research
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi
UNMEE	United Nations Mission in Ethiopia and Eritrea

UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNPOS	United Nations Political Office for Somalia
UNSMIL	United Nations Support Mission in Libya
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNTSO	United Nations Truce Supervision Organization
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme

I. Status of peacekeeping

1. Peacekeeping remains one of the most visible, essential and critical activities of the United Nations. Around the world peacekeepers embody the Organization's enduring commitment to the values enshrined in its Charter and are held to the highest standards of efficiency, competence and integrity. Today the Organization is engaged on four continents in 15 active peacekeeping operations whose mandates span the full range of activities under Chapters VI, VII and VIII of the Charter and which seek, each within the framework of its respective mandate, to establish the desired conditions of peace and security that "promote social progress and better standards of life in larger freedom".[1]

2. In 2013/14, United Nations peacekeepers will continue to play critical roles around the globe in stabilizing post-conflict situations, protecting civilians and providing early peacebuilding support to national authorities in the areas of political facilitation, human rights, police, justice, corrections, reform of security institutions, disarmament, demobilization and reintegration, mine action and civil affairs. While the overall number of peacekeeping operations has decreased with the closure of UNMIT in Timor-Leste at the end of 2012, the tempo of operations will remain high. Moreover, the United Nations will need to maintain the capacity to deploy rapidly to additional post-conflict environments, possibly in the Sahel, Somalia or the Syrian Arab Republic.

3. Two years after South Sudan's independence, the establishment of effective security arrangements between the Sudan and South Sudan, mutually acceptable oil and financial agreements, an acceptable approach to governance in the Abyei area and the demarcation of the contested border all remain unresolved. Thus, the subregion will continue to host at least one third of the global United Nations troop deployment in the 2013/14 financial period, as UNMISS continues to focus on the protection of civilians and conflict prevention and UNISFA continues to support the full implementation of the 20 June 2011 Agreement on Temporary Arrangements for the Administration and Security of the Abyei Area as well as the Joint Border Verification and Monitoring Mechanism that seeks to create a safe and demilitarized border zone.

4. In Darfur, sporadic hostilities between Government and armed movement forces as well as intercommunal conflicts continue. Insecurity in Darfur is also likely to be marked by increased criminality and by restlessness among militias formerly supportive of the Government as a result of the prevailing economic crisis in the Sudan and continued competition over scarce resources. Likewise, a comprehensive and inclusive peace for Darfur remains elusive as the key Darfur armed movements (SLA/Minni Minawi, SLA/Abdul Wahid and JEM-Gibril Ibrahim) remain outside the peace process. Slow progress continues to plague the implementation of the Doha Document for Peace in Darfur with very little in the way of concrete peace dividends for the population in Darfur. UNAMID will therefore continue to focus on the protection of civilians, facilitation of the delivery of humanitarian assistance and support to the achievement of a sustainable peace for Darfur. The capacity of the mission to successfully carry out these tasks may continue to be hampered by restrictions such as the denial of entry visas and interference with the free movement of United Nations peacekeepers within the

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[1] Preamble to the Charter of the United Nations.

mission's area of operations. Completion of the deployment phase of UNAMID and changes in the security situation since its initial deployment in 2008 have enabled the reconfiguration of the uniformed components through a reduction of the military and police components by 3,350 and 1,740 personnel, respectively. The right-sizing of the military component is scheduled to be completed by 1 July 2013 and the police component by 31 January 2014.

5. In the eastern region of the Democratic Republic of the Congo, the security situation remains volatile. The situation has significantly deteriorated with the armed mutiny of former FARDC soldiers that has spawned a new and dangerous faction, the Mouvement du 23 mars (M23). The mutiny and the ensuing violence have taken a heavy toll on the civilian population, already suffering from the activities of other armed groups, including FDLR, LRA and ADF. In order to break the cycles of violence and ensure that sustainable peace takes hold in the country and the region, the Secretary-General, at the request of the Security Council and building on the initiatives of the region, has proposed a new, comprehensive approach. The initiative addresses the underlying causes of conflict and would involve actions at the national level to enhance the capacity of the Democratic Republic of the Congo to extend its full authority over the eastern parts of the country and provide basic services to the population; actions at the regional level that address the legitimate concerns and interests of all countries of the Great Lakes region; and actions at the international level in support of these initiatives, including through a redefinition of the posture of MONUSCO.

6. In Côte d'Ivoire, progress has been made in restoring normalcy since the violent post-election crisis of 2010/11, including the commencement of disarmament, demobilization and reintegration operations. Nevertheless, the political and security situation in the country remains fragile: irregular armed groups move across the border with Liberia, preying on unprotected civilians, which contributes to the instability in the border areas because the national security forces have limited capacity to address these threats. Further progress in the disarmament, demobilization and reintegration of former combatants needs to be pursued urgently along with the reform of security institutions. To address these challenges, the Security Council in resolution 2062 (2012) decided that the protection of civilians would remain the priority for UNOCI, while also asking UNOCI to put added focus on supporting the Government of Côte d'Ivoire on disarmament, demobilization and reintegration and security sector reform. Accordingly, UNOCI will continue to support national efforts to stabilize the security situation, monitor and deter the activities of the militias, mercenaries and other illegal armed groups and address cross-border security challenges, including cross-border movements of armed groups and weapons.

7. In Liberia, the progress in the consolidation of peace allows the Organization to consider the reduction of the military component of UNMIL by approximately 4,200 troops in three phases between October 2012 and July 2015 while adding three formed police units to the police component. During this period, efforts aimed at supporting the Government of Liberia in building national institutions able to maintain stability independently of a peacekeeping mission should continue. UNMIL will also help the people and Government of Liberia to take forward the steps critical for the sustainability of the fragile peace, including national reconciliation, constitutional reform, security sector reform, capacity-building of the national police and extension of State authority and services throughout the country.

While significant, the gains achieved in West Africa are extremely fragile and vulnerable to reversal. The situation in the border area between Côte d'Ivoire and Liberia remains very unstable, owing in particular to cross-border movements of armed groups. UNOCI and UNMIL have increased inter-mission cooperation arrangements, particularly following the killing of seven UNOCI peacekeepers on 8 June 2012 in the town of Para in western Côte d'Ivoire — the highest number of fatalities of United Nations peacekeepers in a given incident in 2012 — and the ongoing attacks on the Ivorian side of the border, resulting in the killing of Ivorian citizens and security personnel.

8. Mali is currently facing an extremely grave political, security and humanitarian crisis, threatening not only the population of the country but also the stability of the Sahel region. Since the adoption of Security Council resolutions 2071 (2012) and 2085 (2012), a multi-pronged approach to help facilitate the resolution of the crisis has been pursued by the United Nations in close partnership with the Malian authorities, ECOWAS, the African Union and other key stakeholders as called for in those resolutions. Following the adoption of resolution 2085 (2012), which authorized the establishment of AFISMA and requested the Secretary-General to support the planning and preparations for its deployment among other mandated tasks, the involvement of the Department of Peacekeeping Operations, in particular in aspects concerning the security process and the extension of State authority, has already considerably increased and may further expand in the near future. In the context of rapidly unfolding developments in Mali and the Sahel, the Department will be requested to invest significantly more efforts and resources, including human resources, in the adequate and timely planning and delivery of critical support activities through a multidisciplinary approach.

9. In Haiti, some progress has been made towards strengthening the country's democratic and rule of law institutions, as well as in the overall maintenance of security throughout the country, again allowing the consideration of a careful and responsible handover of responsibility for security from military to formed police units and ultimately to the Haitian national police. Thus, in 2013/14, MINUSTAH will decrease operational police support and concentrate on the development of the national police. It will also focus on support for consolidation of political stability and fostering accountability and oversight mechanisms for the functioning of rule of law institutions and good governance, and developing a conditions-based plan for handing over responsibility for stability to Haitian authorities. This should translate into a phased withdrawal of approximately 1,000 infantry and engineering personnel and police from the mission.

10. In Kosovo, the evolving nature of the political and operational environment will continue to determine the priorities of UNMIK. The mission will continue to play a political role, facilitating the peaceful resolution of disputes, especially in the north. The mission will also continue to seek to improve coordination and cooperation with the European Union Rule of Law Mission in Kosovo, the International Security Force in Kosovo and the Organization for Security and Cooperation in Europe to achieve common objectives, while respecting differences in operational roles and mandates.

11. In Western Sahara, MINURSO will continue to monitor the ceasefire and support confidence-building measures, which are led by UNHCR. Particular attention will need to be placed on the potential impact of the crisis in the Sahel on

the operational environment of MINURSO. Strengthening the Mission's analytical capabilities and reinforcing the security of military observers will be one of the Mission's growing challenges. In Cyprus, UNFICYP will continue to carry out operations designed to prevent a recurrence of fighting, contribute to the restoration and maintenance of law and order and return to normalcy and maintain a peaceful environment for settlement negotiations.

12. In Somalia, the United Nations is in the process of enhancing its role and presence to support the new Government that established itself in 2012 at the end of an eight-year transitional period. The Organization will focus its efforts on security, peacebuilding and planning for a constitutional referendum and democratic elections by 2016. At the same time, the Departments of Peacekeeping Operations and Field Support will continue to provide essential support to AMISOM and the African Union Commission. UNSOA and UNOAU have played an important role as the bridge of cooperation between the United Nations, AMISOM and the African Union. AMISOM has reached its full authorized strength and has made significant progress in dislocating Al-Shabaab from key locations in southern and central Somalia. While active combat operations likely will continue for at least another year, in 2013/14 the African Union and the United Nations are expected to enhance cooperation with the Government of Somalia to achieve greater emphasis on maintaining public safety and security in recovered areas and the development of Somali security institutions.

13. In the Middle East, the situation in the Syrian Arab Republic will likely remain a major factor in the volatility and uncertainty across the region. The impact of the violence in that country will continue to be felt in the countries where United Nations peacekeepers currently are deployed. It will have an impact on the operations of UNDOF and has the potential to jeopardize its mandate implementation. It will continue to pose risks to the safety and security of the personnel of UNDOF and UNTSO. UNIFIL will continue to implement its mandate in southern Lebanon, with the possibility that if the situation in the Syrian Arab Republic deteriorates it may ultimately have an impact on the operations of UNIFIL.

14. Successful responses to these challenges in a period of global economic uncertainty will require all actors to acknowledge and nurture the range of partnerships that lie at the core of peacekeeping. First and foremost among these is the global partnership among the Member States to ensure that United Nations peacekeeping mandates focus on the core issues related to the establishment of sustainable peace and security, and that the Organization's infrastructure remains appropriately structured and adequately resourced to respond to existing and future challenges in an effective way. The Organization also forms partnerships with regional and subregional organizations that have a direct stake in a crisis situation, as well as with the intergovernmental and non-governmental organizations that work alongside United Nations peacekeepers in fulfilment of their individual mandates. Finally, United Nations peacekeeping works in partnership with the peoples directly affected by conflict. These partnerships must be established early and nurtured continually to ensure that the peacekeeping operations are successful and that their stabilizing impact endures long after they have been withdrawn.

15. Successful responses to post-conflict situations also require the Organization to improve continually the effectiveness and efficiency of its peacekeeping operations and the stewardship of the resources provided by Member States for that

purpose. The Organization currently has a rare window of opportunity where three factors — economic, technological, and managerial — are exerting an unusually powerful influence on multilateralism generally and on peacekeeping operations specifically. Economic factors continue to affect the willingness and ability of Member States to finance peacekeeping operations, thus producing increased sensitivity to costs, greater emphasis on efficiency and a more profound appreciation for the value of the human, physical and information and communications technology resources already in hand. Furthermore, technology itself has advanced with such speed and alacrity that hitherto unimagined ways of communicating, exchanging information and maintaining situational awareness are not only possible but practicable. Moreover, the practice of management is rightly recognized today as a science that should be informed by past experience but continually refreshed in the light of current best practices and lessons learned.

16. Table 1 provides an overview of trends in peacekeeping operations for the financial periods from 2007/08 to 2013/14.

Table 1
Overview of financial and human resources for peacekeeping operations, 2007/08 to 2013/14

	2007/08	*2008/09*	*2009/10*	*2010/11*	*2011/12*	*2012/13*	*2013/14*
	Actual					*Approved*	*Projected*
Number of ongoing missions	17	18	17	16	16	16	15
Financial resources (gross)							
Peacekeeping missions and UNSOA	6 013.9	6 781.8	7 200.2	7 175.8	7 152.9	6 937.5	6 815.2
UNLB	40.2	44.3	57.9	68.1	64.3	68.6	68.9
Support account (includes enterprise resource planning project)	222.5	272.0	318.5	341.4	344.8	318.0	328.0
Subtotal, UNLB and support account	**262.7**	**316.3**	**376.4**	**409.5**	**409.1**	**386.6**	**396.9**
Total	**6 276.6**	**7 098.1**	**7 576.6**	**7 585.3**	**7 562.0**	**7 324.1**	**7 212.0**

	2007/08	*2008/09*	*2009/10*	*2010/11*	*2011/12*	*2012/13*	*2013/14 (projected)*
Number of personnel approved							
United Nations uniformed personnel[a]	113 128	117 020	113 613	111 537	112 554	110 098	99 373
AMISOM uniformed personnel[b]	–	8 270	8 270	8 270	12 270	17 731	17 731
Civilian personnel in missions[c]	27 801	28 665	26 927	26 391	24 291	23 694	21 167
Civilian personnel to support missions[d]	1 420	1 677	1 759	1 919	1 859	1 852	1 827

[a] Highest level of personnel authorized by the Security Council; includes UNMOGIP and UNTSO.

[b] Highest level of personnel authorized.

[c] Excludes UNLB and the support account but includes UNTSO, UNMOGIP and UNSOA.

[d] Posts funded from the support account and UNLB.

II. Budget presentation and financial management[2]

17. The Secretariat is reviewing the budget development process for United Nations field operations. Efforts are under way to streamline the budget formulation process and give a more strategic focus to processes for identifying resource requirements. This has included measures within the Departments of Peacekeeping Operations and Field Support, in cooperation with the Department of Management, to ensure that annual budget proposals are developed within the strategic guidance established between the heads of mission, the Under-Secretaries-General of the Departments and the Controller.

18. The review of the existing budget development process for field operations is a significant undertaking that will examine the emerging requirements of field operations, roles and responsibilities at United Nations Headquarters, systems needed to support rigorous preparation and review of budget estimates and the capacity of field operations to support budget formulation in the face of rising challenges to fulfilling resource requirements. Critical to this review will be the need to ensure that future budget processes continue to be aligned with responsibilities on the ground for mandate and operational requirements, appropriate lines of accountability within the Organization and the needs of Member States in considering required funding levels.

19. These efforts will also build on the reorganization of the Field Budget and Finance Division of the Department of Field Support, endorsed by the General Assembly in its resolution 65/290. While the Division continues to provide strategic oversight and support as needed to individual field missions, the changes brought about by the restructuring will provide for resources available to the Division to be focused so far as possible on providing cross-cutting solutions to the broader range of financial issues faced by field operations, including strategic analysis of resourcing levels and financial capacity-building.

20. Nevertheless, further work is needed to streamline the budget development process for field operations and to ensure that financial contributions by Member States continue to be effectively applied to mandate delivery. A number of options regarding the respective roles, responsibilities, structures and allocation of resources of the Field Budget and Finance Division of the Department of Field Support and the Peacekeeping Financing Division of the Department of Management are being explored by senior management of both departments.

21. The Secretariat is considering other measures to improve the budget development process, such as:

(a) A review of the presentation and format of the budget reports to better respond to Member States' requests for information;

(b) The further streamlining of the various forms used to gather budgetary information;

(c) Applying the Budget Information System (currently used for the development of the regular biennial budget of the Organization) to the preparation of the budgets of peacekeeping operations.

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[2] The present section responds to paragraph 16 of General Assembly resolution 66/264.

22. With regard to the preparation of the proposed 2013/14 budgets, the Department of Management, through the Controller's instructions for the preparation of the 2013/14 budget and performance reports, as well as the Departments of Peacekeeping Operations and Field Support, have reinforced a number of recommendations made by the Advisory Committee on Administrative and Budgetary Questions (see A/66/718) and endorsed by the General Assembly, in particular on expected accomplishments, efficiency measures, the need for a distinction between savings and underexpenditures, posts that have been vacant for two years or longer, budgeted vacancy rates, phased deployment schedules of troops and police, multi-year projects, travel requirements, ratios of vehicles and information technology equipment and construction projects.

III. A strategy for operational effectiveness and responsible stewardship

23. To achieve the expected degree of operational effectiveness and resource stewardship, in 2013/14 the Secretariat will continue to pursue the same five strategic objectives that guided its actions in 2012/13, thus ensuring that it will continue to be well positioned to implement its existing peacekeeping mandates and to mount new and expanded peacekeeping mandates that may be adopted in the future. These strategic objectives, which are explained more fully below, frame the ongoing multi-year projects, initiatives and reforms already under way and form the basis for new initiatives that build upon results achieved to date. First, the Organization will strengthen its capacities for strategic and operational planning and management of peacekeeping operations. Second, it will actively support the deliberations of Member States on the future direction of United Nations peacekeeping. Third, it will increase the effectiveness and efficiency of its field operations and strengthen their ability to achieve mandate objectives. Fourth, it will continue to fortify and professionalize its capacity to meet strategic and operational challenges. Finally, it will deliver more effective and efficient support in tandem with the implementation of the improved service delivery model of the global field support strategy.

24. The pursuit of the objectives will always be informed by the knowledge that, although the primary goal remains the successful implementation of peacekeeping mandates, expectations among the Member States will remain high for the United Nations to continue to increase the cost-effectiveness of peacekeeping operations without any adverse affect on mandate implementation. Initiatives intended to increase the effectiveness of peacekeeping will be accompanied by parallel initiatives to increase efficiency and better align resourcing requirements with the unique demands of mandate implementation. The dual objective is to improve services to the field while progressing towards greater economies of scale and efficiency gains. This will be achieved by (a) addressing new requirements first through the reprioritization of existing resources; (b) closely reviewing all functions to identify those that can be transitioned to national authorities or members of the United Nations country team; and (c) implementing initiatives that maintain or increase operational capacity, including support to military and police contingents, at reduced cost to the Organization.

25. The pursuit of the five objectives will also be informed by past performance, including lessons learned in the course of responding to operational challenges, and by the success or failure of initiatives undertaken with a view to improving efficiency.[3] That information, together with information that addresses requests made by the General Assembly in its resolution 66/264 and requests made by the Advisory Committee on Administrative and Budgetary Questions (see A/66/718) and endorsed by the Assembly, is presented below in the context of the relevant work streams.

A. Strengthening planning and management capacities

26. Effective planning and management are vital to ensure that peacekeeping operations meet the expectations of Member States, host Governments and populations and other stakeholders. It is only through integrated planning and management that peacekeeping mandates involving military, police and civilian personnel can be translated into achievable goals on the ground.

27. Building on lessons learned from the most recent peacekeeping operations, particularly the efforts to bring peace and stability to the situation in the Syrian Arab Republic, the Departments of Peacekeeping Operations and Field Support will work to ensure that overarching integrated strategies and viable plans are developed to implement Security Council mandates promptly, effectively and efficiently. All efforts will include effective communications strategies that promote the achievement of peace and security goals among host populations, Member States, regional and thematic organizations and the wider global public.

28. The two departments will also work to ensure that the United Nations has an effective methodology to identify capability gaps in civilian, police and military components of peacekeeping missions and address any gaps through strengthened partnerships with regional and subregional organizations and the development of capacities within Member States and the populations of post-conflict areas where peacekeeping operations are deployed. Expanded outreach to troop-contributing countries constitutes a key to more consistently and effectively identifying military personnel in a timely manner.

Improving the effectiveness of integrated planning

29. To enhance integrated and strategic planning, the Departments of Peacekeeping Operations and Field Support will focus on implementing the results of the review of the integrated mission planning process guidelines. This review, being done in 2012/13 in cooperation with the members of the Integration Steering Group, will result in a policy document that will outline major expectations in terms of integrated planning and revised guidelines that will incorporate enterprise risk management considerations and contain field-focused “how-to” guidance. The goal will be to streamline the process so that it is scalable and maintains enough flexibility to apply to all types of missions. The guidance will also recognize integrated planning as an iterative process that should take place throughout a mission’s life cycle rather than a one-off exercise carried out in response to a new mandate. It is expected that the review will be completed in early 2013.

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[3] This provision responds to General Assembly resolution 64/269.

Developing and implementing integrated strategies, plans and guidance

30. In 2013/14, the integrated operational teams housed in the Office of Operations of the Department of Peacekeeping Operations will continue to serve as the primary point of integration between the Departments of Peacekeeping Operations and Field Support. The teams will carry out analyses and strategic planning activities to ensure that peacekeeping missions receive relevant political and operational guidance for the implementation of their mandates and the Security Council is presented with clear and coherent information about progress towards expected accomplishments. The teams will continue to coordinate mission-specific reporting obligations of the Secretary-General to the Security Council and produce regular briefings and reports for presentation to the General Assembly, the Security Council, the troop- and police-contributing countries and partner organizations with a stake in United Nations peacekeeping operations.

31. The flexible and integrated approach of the integrated operational teams, which bring together expertise in all areas of a mission's mandate, will be utilized extensively by the Departments of Peacekeeping Operations and Field Support for strategy development and contingency planning to support mission management, in particular in volatile environments such as in the Democratic Republic of the Congo, the Sudan and South Sudan, Afghanistan or the Middle East, as well as mission reconfiguration, drawdown and transition in Darfur, Liberia, Haiti and Côte d'Ivoire and contingency planning for possible expansion of the United Nations peacekeeping role in Somalia, the Sahel and the Syrian Arab Republic on short notice.

32. The development and implementation of guidance and training will assist missions in mandate implementation in 2013/14. For example, military components are being equipped with the infantry battalion manual, which provides guidance for both deployed force elements and those preparing to deploy. Guidance and training in the rule of law sector includes the finalization of the strategic guidance framework for international policing; finalization and implementation of the prison security guidance manual in various field missions; roll-out of the handbook for judicial affairs officers, which will serve as an essential resource for all judicial affairs officers deployed to the field; and finalization of the corrections predeployment training manual, which is intended to provide Government-provided correctional officers with the knowledge and practical skills to work as corrections officers in United Nations peacekeeping operations. The Department of Peacekeeping Operations will also develop guidance and training to support defence sector reform mandates, building on the United Nations defence sector reform policy, and develop new guidance on national security sector strategies, security sector legislation, security sector reviews, national security sector development plans, national dialogue on security sector reform and national management and oversight capacities.

Identifying capability gaps and supporting capability development

33. Planning and implementation of mandates requires that the necessary capabilities be mobilized from across the United Nations system and from partners to support the overarching goals of peacekeeping. Identifying gaps and supporting the development of required capabilities will be a focus for the period. To this end, the Department of Peacekeeping Operations will develop a methodology to identify

capability gaps in civilian, police and military components and support capability development among Member States. The focus will be on several areas, including the development of additional standards as part of a broader performance enhancement framework; the strategic coordination of training, building upon the 2013 training needs assessment; efforts to further expand the base of contributors to United Nations peacekeeping; and resort to modern technologies.

34. To address challenges in the generation of capabilities, the Department of Peacekeeping Operations will roll out a web-based application for the United Nations Standby Arrangements System, which will provide the Department with a precise understanding of Member States' peacekeeping pledges and will inform and improve its planning efforts. The system will also provide Member States with a mechanism to discuss, plan, budget and prepare for a possible contribution to a peacekeeping operation, and to make quarterly pledges directly into the system, access the planning tool kit and consolidated reference library, and obtain reports.

35. In parallel, the Department of Field Support will continue to provide technical support to the civilian capacities matching platform that was developed to facilitate the identification of civilian capacities required to fulfil the complex mandates associated with modern peacekeeping. A product of the Organization's follow-up to the report of the Secretary-General's Senior Advisory Group on civilian capacity in the aftermath of conflict (A/65/747-S/2011/85), the platform provides a tool for identifying viable sources of the highly specialized skills required for early peacebuilding, particularly in the areas of justice and rule of law, core government functionality and economic revitalization.

Improving inter-mission cooperation

36. A key planning and management challenge for the coming period will involve developing frameworks and mechanisms to promote short-term and long-term inter-mission cooperation.

37. Standard operating procedures for inter-mission cooperation would afford the United Nations the latitude to proactively develop subregional approaches to subregional issues, such as the risk posed by LRA. They would also allow the Organization to optimize the use of precious military enabling capabilities, such as tactical helicopters, to address the threats in the border areas between Liberia and Côte d'Ivoire, through inter-mission cooperation between UNOCI and UNMIL.

38. In the shorter term, standard operating procedures would allow the United Nations to alleviate critical gaps in times of crisis, such as the military utility helicopter gap in UNMISS that put at risk the mission's ability to respond adequately to incipient threats to the civilian population in Jonglei State in early 2012. They would also enhance missions' access to surge capacity in critical situations like the one facing UNOCI in the aftermath of the presidential elections in Côte d'Ivoire in 2011, or during mission start-up, as in the case of UNISFA in Abyei and UNSMIS in the Syrian Arab Republic.

39. It must be emphasized, however, that long-term problems cannot and should not be solved with short-term measures because the use of one mission's capabilities to address a critical gap in another mission inevitably creates a gap in the "donor" mission that must be filled. When used as a short-term, stop-gap measure, however, inter-mission cooperation can provide a timely response to critical needs.

40. In the Middle East, the high degree of inter-mission coordination and assistance among UNIFIL, UNDOF, UNTSO and UNFICYP enabled the United Nations to rapidly deploy the observer mission, UNSMIS, in the Syrian Arab Republic in 2012. Working together, these four missions were able to resolve many of the challenges involved, including the acquisition of equipment and supplies, the administration of personnel temporarily deployed from other missions to UNSMIS and the relocation of non-essential United Nations personnel from the Syrian Arab Republic at the onset of the crisis. Bilateral assistance from Member States during the initial phase of the observer mission deployment contributed to the expeditious launch of operations.

Strengthening partnerships

41. To improve the effectiveness of United Nations peacekeeping, the Organization needs to engage both politically and operationally with regional and subregional organizations. In 2013/14, the Departments of Peacekeeping Operations and Field Support will continue to nurture their vital relationships with relevant regional and subregional organizations, including those that have deployed their own operations. The Departments will also continue to collaborate with the agencies, funds and programmes of the United Nations System through the Integrated Steering Group and the integrated mission task forces that are in place for all integrated missions.

42. In particular, the United Nations will work closely with the African Union to ensure coherent regional and international support for lasting peace and stability on the African continent. UNOAU will continue to play a key role within the framework of the 10-year capacity-building programme. With direct assistance from the Departments of Peacekeeping Operations and Field Support, the Office will continue to provide thematic advice and long-term capacity-building support to the African Union with a special focus on the development and operationalization of the African Peace and Security Architecture and its components.

43. Other efforts to strengthen joint peacekeeping with the African Union include support to capacity development in the area of policing and law enforcement. These efforts include assistance in the finalization of the third road map for the African Standby Force, including its plan of action, which builds on lessons learned from the first and second road maps and outputs from exercise Amani Africa; continued assistance to develop its capacity to respond to new challenges, such as arms and weapons management, stockpile management and responding to the threat of improvised explosive devices; and support to its regional strategy for dealing with LRA. On the latter point, the Department of Peacekeeping Operations will support the African Union's efforts to enhance information sharing and coordination with those conducting military operations against LRA, expand disarmament, demobilization and reintegration activities and deepen contacts with LRA-affected communities and humanitarian partners.

44. To address cross-border issues in West Africa and protect the gains made in Côte d'Ivoire, Liberia and Sierra Leone, and to help address the political instability in Mali and Guinea-Bissau that threatens to destabilize the subregion, the United Nations will continue to provide advice and support subregionally to the African Union and ECOWAS, particularly to ensure the effectiveness of any planning undertaken, in accordance with Security Council resolution 2071 (2012).

45. The Departments of Peacekeeping Operations and Field Support will also continue to strengthen the partnership with the European Union, both at the country level and through strategic initiatives and mechanisms such as the European Union plan of action to enhance support to United Nations peacekeeping, adopted in 2012, and the United Nations-European Union Steering Committee on Crisis Management, which meets twice a year.

46. The Department of Peacekeeping Operations also will develop partnerships across the United Nations system to leverage expertise and reduce possible duplication of activities and resources. The Integration Steering Group, chaired by the Under-Secretary-General for Peacekeeping Operations, will remain the primary forum to advance integration policy in the system in a number of key areas, including integrated planning and support arrangements. One example of such a partnership is the joint global focal point arrangement for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations, a joint undertaking by the Department of Peacekeeping Operations and UNDP to ensure high-level strategic coordination with key United Nations and external partners and coherent responses to requests for assessments, planning, resource mobilization, guidance and training in mission and non-mission settings. Another example is the Department's work with the Inter-Agency Security Sector Reform Task Force, which comprises 14 United Nations departments, agencies, funds and programmes and works to strengthen system-wide collaboration, coordination and coherence with key partners in support of national security sector reform efforts.

B. Supporting deliberations on the future direction of United Nations peacekeeping

47. United Nations peacekeeping remains a cost-effective and unique arrangement for collective action and burden-sharing that is dependent on the willingness of its Member States to participate through the contribution of essential military and police capabilities. Intergovernmental commitment manifested in adequate provision of troops and police is a sine qua non for successful peacekeeping. Moreover, to ensure that peacekeeping meets the needs of the full range of stakeholders involved, not least, the host country populations, it is vital to have a shared understanding at both the political and operational levels of the direction of United Nations peacekeeping. This is required both across peacekeeping as a whole and for individual missions.

48. Today, 116 Member States contribute uniformed personnel to carry out the vital military and police tasks in United Nations peacekeeping operations in fulfilment of their mandated goals. Over the past year, the Departments of Peacekeeping Operations and Field Support have worked to strengthen the relationships with these stakeholders and to expand the community of troop and police contributors through participation in regional conferences. At Headquarters, the Departments have continued their practice of regularly briefing the troop and police contributors concerning technical assessment missions, mandate renewals, the implementation of the modularization pillar of the global field support strategy and developments in peacekeeping operations in general.

49. In this connection, the achievement of individual peacekeeping mandates and the wider peace and security goals of the Organization will be promoted through

strategic communications with host populations, Member States, regional and specialized organizations and the wider international public. This will be done through strengthened communications and outreach within host countries and media outreach. A key tool in this endeavour will be dedicated web-based digital media campaigns with regularly updated information and audiovisual content. This approach will promote the work and achievements of peacekeeping in a way that is accessible to all.

50. The Department of Peacekeeping Operations will continue to support Member States' deliberations in specific thematic areas. An example is the group comprised of Member State representatives that has been established to provide expert advice, political guidance and support on corrections issues. A similar group will be established in the coming budget period to convene Member States who are contributing or interested in contributing experts to conflict and post-conflict settings.

51. Further to the consideration by the General Assembly of the report of the Senior Advisory Group on rates of reimbursement to troop-contributing countries and related issues (see A/C.5/67/10, annex), the Departments of Peacekeeping Operations, Field Support and Management are also committed to implementing any modifications to the survey process mandated by the General Assembly in resolution 63/285.

52. The Departments also are preparing for the next meeting of the Working Group on Reimbursement of Contingent-Owned Equipment, scheduled for January 2014. The Working Group of Member States meets on a triennial basis to review reimbursement rates for equipment deployed to United Nations field operations in the light of national cost data collected by the Secretariat, and proposals to improve the contingent-owned equipment framework. The Working Group meeting is an important opportunity to consider recent developments in capability requirements for peacekeeping operations, ensuring that the framework remains aligned with modern requirements. For one, the importance of finding a solution to the issue of major equipment deployed in inhospitable conditions for lengthy periods cannot be overemphasized. The last session, convened in 2011, attracted 354 participants from 93 Member States.

C. Increasing the efficiency and effectiveness of United Nations field operations

53. Recognizing that the value of peacekeeping depends to a large degree on the capacity of missions to deliver mandates efficiently and effectively, there will be a continued focus on monitoring, evaluating and accounting for the complex and interlinked activities undertaken by missions and at Headquarters.

54. The Secretariat has continued work to improve crisis management and decision-making through the establishment of the common United Nations operations and crisis centre (see A/66/679, para. 28), which became operational on 28 January 2013. The centre will have three functions: situational awareness, crisis response support and executive communications. It will support the coordination of system-wide response to crises in the field and become the primary venue for crisis management at Headquarters. The Peacekeeping Situation Centre, which will be co-located with the operations and crisis centre, will continue to be dedicated to the

delivery of situational awareness to enable informed backstopping of peacekeeping operations.

55. In this connection, the integrated operational teams (see paras. 30 and 31 above) will concurrently continue to monitor and evaluate the progress of missions against performance benchmarks. In addition, the Departments of Peacekeeping Operations and Field Support will conduct six evaluations of peacekeeping operations and related activities in 2013/14. The topics to be evaluated will be decided jointly by the departments in mid-2013.

56. The period will also see the Departments of Peacekeeping Operations and Field Support undertaking periodic joint mission reviews to ensure that peacekeeping operations are "right sized" to the scope of their mandates and operating environments.

57. Throughout the period, each mission, with the support of the Departments of Peacekeeping Operations and Field Support, will review its civilian staffing requirements. These reviews ensure alignment of civilian organizational structures and staffing levels with the mission's mandate within the context of the prevailing operational situation. The reviews also focus on achieving economies of scale and efficiency by identifying ways to increase national participation, with a view to strengthening national capacities, and looking into the scope for abolition of longstanding vacancies and consolidation of certain functions, structures and locations.[4]

58. In parallel with the ongoing mission reviews, opportunities have been identified at Headquarters to scale the capacity of the integrated operational teams to projected operational requirements. As a result of this review, which included posts that were being utilized in parent units over the last year, several political affairs, military liaison, police liaison and support officer posts are proposed for abolition or redeployment to cover new requirements at Headquarters, including the creation of the post of Director for Evaluation of Field Uniformed Personnel, as described below, and to enhance the capacity of the Office of the Assistant Secretary-General for Field Support to integrate the operational support services of the Department.

59. Uniformed personnel are the backbone of the United Nations peacekeeping operations. The efficiency and effectiveness of operations is fundamentally linked to the ability of troops and police to undertake their mandated tasks. This requires them to be properly equipped, supported and trained, not only for the success of peacekeeping, but for the safety and security of personnel. To ensure that uniformed components in missions are able to conduct their assigned tasks and to enhance the support provided to them, the Department of Peacekeeping Operations proposes to establish a function that is similar to that of an Inspector General in national services, to evaluate how well military and police contingents carry out their work and to address both systemic and mission-specific challenges that prevent personnel from operating to their full capacity. The incumbent of the proposed post of Director for Evaluation of Field Uniformed Personnel, who would report directly to the Under-Secretary-General for Peacekeeping Operations and be established from within existing resources, would regularly assess whether the military and police personnel deployed in peacekeeping operations are delivering the required level of

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[4] This provision responds to paragraph 23 of General Assembly resolution 66/264.

performance. The post would complement those oversight roles that are already being carried out across all missions by the Office of Military Affairs and the Police Division.

60. To assess the effectiveness and impact of operations, realistic benchmarks, key performance indicators and key measures of risk will also be identified for each mission, to support better monitoring and evaluation of the delivery of mandates. One example of how this has been done at the national level is the United Nations Rule of Law Indicators project, which helped national authorities in Haiti, Liberia and South Sudan identify the strengths and challenges within their rule of law sector and develop national strategies with clear and realistic benchmarks. Missions then can develop achievable plans in support of national rule of law objectives. The Departments of Peacekeeping Operations and Field Support will seek opportunities to build on this success by exploring the development of benchmarks in core areas such as civil affairs. Assistance will also be provided to United Nations police components in evaluating the progress of mandate implementation in their functional areas. This will be particularly useful where a mission's role is intimately linked with the development of the host Government's capacity to maintain public safety, as in Liberia.

Strengthening leadership and management

61. The Departments of Peacekeeping Operations and Field Support, in cooperation with the Office of Human Resources Management of the Department of Management, will continue to work to strengthen leadership and management at Headquarters and in field operations. Through the close monitoring of leadership requirements in the field, the two departments will take a strategic, proactive approach to identifying and attracting high-calibre candidates for senior leadership positions in peacekeeping operations, with due regard for geographical distribution, gender balance and appropriate representation of troop- and police-contributing countries. Improving the gender balance of the senior leadership of field missions remains a shared organizational objective and the Departments of Peacekeeping Operations and Field Support will continue their efforts to achieve an increase in the number of women serving at the senior levels, carrying forward the positive trend of the past five years.[5]

62. The Department of Field Support, working with the Departments of Peacekeeping Operations and Political Affairs, will also continue to provide, develop and refine vacancy management and succession planning tools for senior-level positions. Efforts will remain focused on the timely appointment of senior leaders to preclude gaps in leadership. Building on initiatives emanating from the Secretary-General's report on peacebuilding in the immediate aftermath of conflict (A/63/881), among others, the United Nations will continue to support the development of strengthened management and accountability mechanisms for heads and deputy heads of mission, including deputy special representatives who also serve as the resident coordinator and humanitarian coordinator.

63. A key element of this effort will be the continuation of efforts by the departments to educate newly appointed senior managers about the United Nations and its organizational policies and practices that will govern their operational

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[5] This provision responds to paragraphs 56 and 57 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

decision-making and stewardship of resources. In addition to the ongoing induction training programme for senior managers, in the past year the Department of Peacekeeping Operations has introduced a specialized week-long intensive orientation course at Headquarters for newly appointed heads of military components which has been well received.

Strengthening oversight of field financial resources

64. It remains essential that annual budget development processes remain closely aligned with the experience and assessment on the ground within each field mission. Changes in recent years to augment the strategic oversight by the Departments of Peacekeeping Operations and Field Support have led to a budget development process increasingly based on a framework of three key pillars to guide detailed budget formulation by each field operation: the development of major resource priorities for each mission; the establishment of standard resource allocation guidelines and cost estimation schedules; and the implementation of portfolio-wide resource efficiency projects.[6]

Standard resourcing allocations and prices

65. Standard resourcing allocations remain a viable and necessary element of budget planning and asset management for complex field operations. More broadly, this approach provides a basis for the strategic oversight of underlying resource requirements, while ensuring that flexibility exists to take into account operational requirements on the ground.

66. To assist each peacekeeping operation in assessing resourcing needs, the Standard Cost and Ratio Manual outlines standard requirements for equipment and supplies to be used across United Nations peacekeeping operations. The manual is being reviewed and updated by the Department of Field Support to ensure that it provides a more comprehensive and authoritative reference for resource requirements in field operations. This will include a full examination of the benchmarks for assessing requirements for equipment and its useful life, including vehicles and information and communications technology assets, as appropriate. This work will be guided by the Department's Resource Efficiency Group, chaired by the Assistant Secretary-General for Field Support, and will be undertaken in close cooperation with field operations.[7] Furthermore, the Resource Efficiency Group will oversee a more active approach to the review of standard resource allocations, with a particular emphasis on ensuring an integrated approach to resourcing requirements across the varying elements of a field mission. This work has begun with a comprehensive review of existing standards that also aims to consolidate all references to such requirements.[8]

Sustainable efficiencies in operational resources

67. Significant resource efficiency targets have been reflected in peacekeeping budgets in recent years. In moving forward, the relative size of operational costs to military, police and civilian personnel costs means that further efficiencies of the

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[6] This provision responds to paragraph 16 of General Assembly resolution 66/264.

[7] See A/66/679, para. 58.

[8] This provision responds to paragraphs 28 and 112 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

magnitude of those achieved over recent financial periods will not come readily. In addition, if efficiencies are to be sustainable, the Organization's budget framework needs to balance the accountability of field leadership with greater empowerment to ensure that tighter budget provisions can be responsively applied to emerging requirements.

68. Within the Department of Field Support, the Resource Efficiency Group continues to work to identify and sustain improved resourcing practices that will achieve measurable reductions in costs without an adverse impact on mandate delivery. A portfolio of resource efficiency projects has been identified in a comprehensive effort, supported by the implementation of the global field support strategy, to improve resource management and reporting. As well as the improved implementation of sustainable efficiency measures across field operations, the framework implemented by the Resource Efficiency Group aims to enhance the capacity of the Secretariat to properly assess and report gains in cost-effectiveness, including needed distinctions between savings and underspending of budgeted resources.[9] Examples of the kinds of projects within this portfolio are set out in section E below, including efforts across aviation, ground transportation and communications and information technology.

69. Key areas of focus for the Resource Efficiency Group in monitoring the numerous efficiency projects being carried forward within the Department of Field Support initially include the improved distribution of available equipment across field operations (by shifting items from missions with excess holdings or surpassed needs); an assessment of standard requirements across field operations of more commonly used equipment; and extending the availability of mission infrastructure and equipment. While the focus of the Resource Efficiency Group is to realize cost reductions already reflected in mission budget levels, priority projects in two areas aim to further extend savings that were a specific target in 2012/13, without affecting mandate delivery, namely, to achieve a further reduction of 5 per cent in fuel consumption for generators, vehicles and aircraft (reduced by 5 per cent for 2012/13) and in the average costs of rotating uniformed personnel (10 per cent for 2012/13).[10]

Investments in major equipment and facilities

70. Major asset acquisitions and construction works (including replacements) have been held near zero for continuing missions in recent years. Initially intended to provide time to reassess standard operating parameters, this approach is not sustainable in the future. As construction and other acquisitions become necessary to maintain field operations, the Department of Field Support will take steps to ensure that major asset acquisitions are justified, properly planned and progressively monitored to ensure that these investments are cost-effective and properly aligned with operational requirements.[11]

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[9] This provision responds to paragraphs 19, 23, 33 and 86 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

[10] This provision responds to paragraphs 91 and 110 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

[11] This provision responds to paragraph 106 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

71. In 2013/14, the Department will implement guidelines for planning, budgeting and managing major construction projects and other asset acquisitions, including specific guidance for the presentation of business cases for all proposed new projects.[12]

72. The Resource Efficiency Group will ensure that all such investments are carefully aligned with operational requirements and existing asset levels. This oversight mechanism will expand on the existing requirement for all proposed acquisitions costing more than $1 million to receive the endorsement of the Under-Secretary-General for Field Support. All such proposals will be considered by the Resource Efficiency Group in the early stages of each year's budget development process. This dedicated consideration of such proposals will assist in ensuring that requirements included in budget proposals to the General Assembly are prudent and targeted towards needed and achievable priorities.[13]

Strengthening accountability

73. In his most recent report to the General Assembly on progress towards an accountability system in the United Nations Secretariat, the Secretary-General outlined the efforts that have been taken across the Organization to promote and deepen a culture of accountability.[14]

74. Ensuring accountability is an essential prerequisite not only for effective management of resources, but ultimately for successful mandate implementation. The Organization's concrete steps to strengthen the accountability system in peacekeeping include increased attention to the individual performances of the heads of mission; the introduction of enterprise risk management; and greater attention to the control environment in each mission. Heightened priority attached to the implementation of audit findings, introduction of best practices such as the execution of letters of representation and the mainstreaming of enterprise risk management throughout peacekeeping operations are among the steps that are being taken.

75. By its very nature, a peacekeeping operation exposes the Organization to risks (operational failure, ethical lapse, mismanagement of resources or misconduct, especially allegations of sexual exploitation and abuse) that can tarnish its reputation and diminish the trust of the peoples it serves.

Personal and institutional accountability

76. The United Nations holds all peacekeeping personnel to the highest standards of personal conduct. In this respect, it continues to strengthen organizational, managerial and personal accountability through the implementation of the four pillars of the integrated conduct and discipline framework: integration; capacity-building; outreach, awareness-raising, information dissemination and communication; and performance-based accountability.[15]

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[12] This provision responds to paragraph 106 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

[13] This provision responds to paragraphs 34 and 106 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

[14] See A/66/692.

[15] See A/66/679, paras. 126 and 127.

77. In 2013/14 the Organization will continue to improve the integration of conduct and discipline into management by promoting consistent practices across all field missions, strengthening the reporting lines between the regional conduct and discipline team in UNIFIL and the missions in the Middle East that it supports, and formalizing a similar support relationship among the conduct and discipline teams in UNMIL, UNMISS, UNAMID, MONUSCO and UNAMA and the smaller missions in their regions that do not have their own such teams. Furthermore, enhancements will be made to the Misconduct Tracking System, case prioritization will be strengthened and the management of cases referred to the Organization or Member State for action will be improved. The Organization will also continue to build capacity through the production of practical guidance for managers based on the jurisprudence of the United Nations Dispute and Appeals Tribunals; development of a certification programme for conduct and discipline personnel; and the provision of specialized training for investigators in peacekeeping operations.

78. Furthermore, awareness-raising, information dissemination and communication activities will include updates of existing guidelines on press-related issues regarding protection from sexual exploitation and abuse; development of a strategic plan on information dissemination; and development of tools to prevent misconduct. With Secretariat partners and missions, the Department of Field Support has also conducted a review of training and awareness-raising materials related to conduct and discipline issues to further harmonize and standardize the development and delivery of such material. Accountability will be strengthened through a scorecard mechanism that evaluates the efforts of managers and commanders to prevent misconduct and respond to allegations. Further exchanges will be pursued with Member States to gain a mutual understanding of challenges and identify areas where cooperation can be enhanced in responding appropriately to allegations of misconduct.

79. Given the recognized impact of welfare and recreational activities on the morale, productivity and conduct of all mission personnel, and recalling the recommendations made by the Secretary-General in his report (A/63/675 and Corr.1), which the General Assembly took note of in its resolution 65/289, the minimum standards enumerated in the report will be used by the Organization to evaluate the conditions of welfare for mission personnel other than members of military contingents, whose welfare needs are addressed in the memorandums of understanding between the United Nations and the troop-contributing countries, and to formulate viable approaches to redress inadequate conditions.[16]

80. Notwithstanding, the Organization remains committed to addressing all forms of misconduct and, in particular, enforcing without exception its zero tolerance policy on sexual exploitation and abuse. The Organization notes the continued general decline in the reported allegations of all forms of misconduct by peacekeeping personnel, including allegations of sexual exploitation and abuse. In respect of the latter, data for the 2012 calendar year and further analysis will be provided in the next report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

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[16] This provision responds to paragraph 177 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

81. The Departments of Peacekeeping Operations and Field Support will monitor the implementation of the victim assistance mechanisms, including referral pathways and reporting mechanisms that have been developed in collaboration with the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse, and will work in tandem with the Task Force to improve upon them.

Strengthening conduct and discipline

82. Conduct and discipline continues to be a priority concern throughout peacekeeping operations. The Department of Field Support and conduct and discipline teams in the field continue to make efforts to improve outreach, awareness-raising, information dissemination and communication activities with the aim of eliminating misconduct, including sexual exploitation and abuse. Member States continue to emphasize the importance of these efforts through resolutions of the relevant legislative bodies.

83. Conduct and discipline functions have become an integral part of peacekeeping operations, and Conduct and Discipline Teams in the field work closely with the Department of Field Support in the implementation of a strategy based on three core elements:

(a) Prevention activities, including in-mission training programmes, awareness-raising and risk assessment;

(b) Enforcement activities, including complaints reception, assessment, referral, review of reports and advice on follow-up;

(c) Remedial actions, including those taken in the framework of the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel at mission level.

84. Fifty-two posts and 41 general temporary assistance positions are currently approved for conduct and discipline in peacekeeping operations. As much work remains to be done in this area, and the tasks associated with preventing misconduct are of a continuing nature, it is proposed to convert 41 general temporary assistance positions to posts and to establish one post in UNISFA, as shown in the table below. This proposal has been reflected in the individual budgets prepared for each concerned peacekeeping mission and submitted for approval by the General Assembly.

	Approved 2012/13		*Proposed 2013/14*
Mission	*Posts*	*General temporary assistance*	*Posts*
MINURSO	1	1	2
MINUSTAH	4	3	7
MONUSCO	9	12	21
UNAMID	13	14	27
UNIFIL	4	3	7
UNISFA	–	–	1
UNMIK	1	1	2

	Approved 2012/13		Proposed 2013/14
Mission	*Posts*	*General temporary assistance*	*Posts*
UNMIL	4	3	7
UNMISS	12	–	12
UNOCI	4	4	8
Total	**52**	**41**	**94**

Seconded personnel

85. The implementation of the financial disclosure programme, which systematically requires the disclosure of receipt of any non-United Nations payments or benefits, has revealed a conflict between staff regulation 1.2 (j), which stipulates that "No staff member shall accept any honour, decoration, favour, gift or remuneration from any Government", and the national legislation of several Member States, which prohibits government personnel on secondment to an outside organization such as the United Nations from accepting financial remuneration and benefits directly from that organization. A survey revealed that in 2012 approximately 3 per cent (5 of 177) of active duty military and police officers serving on secondment against United Nations staff contracts at Headquarters and approximately 40 per cent (64 of 154 surveyed) serving in the field reported receiving remuneration and/or benefits from their national Governments. The survey also revealed that, in some cases, national legislation may not be the cause for additional remuneration and/or benefits. In addition, it appears that certain countries may have inconsistent practices among their seconded officers. Remuneration and benefits can take various forms, from the receipt of salary to expatriate allowances and payments. As these conflicts come to light, the Secretariat has sought to resolve each situation, resulting in some cases of individual officers leaving the service of the United Nations.

86. Additionally, over the past year, the Secretariat has experienced situations where a Member State wishes to withdraw its approval of the secondment of a particular officer in the course of that officer's service with the United Nations. While the intended purpose of secondments is to offer the United Nations current expertise through the engagement on a United Nations appointment of active-duty uniformed personnel, the provisions of the Staff Rules and Regulations can in certain circumstances place in conflict the legitimate expectation of the seconding Government to be able to recall a seconded officer against the contractual rights of the officer and the United Nations to expect continued service.

87. Moreover, while the regular rotation of active-duty police and military experts brings the most current expertise, it also challenges the ability of the Office of Military Affairs and the Police Division of the Department of Peacekeeping Operations to maintain sufficient institutional memory and knowledge of the internal workings of the Secretariat.

88. The General Assembly may wish to note the constraints of balancing the requirements of national legislation or practices and the obligations placed on all staff members holding a United Nations appointment with respect to the receipt of remuneration. The Assembly may wish to request the Secretariat, in consultation

with Member States, to study these issues and develop options for their consideration at its next session.

89. The General Assembly may also wish to offer guidance concerning the recall of a seconded, active-duty officer serving on a United Nations appointment in the event that, for national reasons, the contributing country deems it necessary to withdraw its agreement to the secondment. Furthermore, the Assembly may wish to increase the number of non-rotational posts in the Office of Military Affairs.

Performance management

90. Another key element of the peacekeeping accountability framework is the senior manager's compact, which was extended to the heads of field missions in 2010. The compact measures the performance of each head of mission on an annual basis in adapting to the evolving situation in the field and addressing areas of weakness from the previous year. The objectives, expected accomplishments and performance measures are then reflected in the workplans of the responsible heads of components.[17]

91. In 2012, the performances of all heads of peacekeeping operations were assessed against the commitments set out in their 2011 compacts. Where performance was determined to be less than satisfactory, the responsible head of mission was required to provide the Secretary-General with an explanation of why specific targets were not met and what remedial actions would be taken. Analysis of the compacts indicates that most heads of mission achieve the operational objectives related to their individual mandates yet prove less successful in relation to resource management objectives, especially the performance measures related to human resources management. As the compacts include indications of support delivered satisfactorily (or not) by Headquarters, they also serve as a mutual accountability mechanism.[18]

92. The Departments of Peacekeeping Operations and Field Support have promulgated joint guidelines for implementing enterprise risk management practices within peacekeeping operations. As practised within peacekeeping operations, enterprise risk management draws together the threats and opportunities identified by individual risk analyses performed in the context of the integrated strategic framework, the integrated mission planning process, the security risk management process and other risk assessment approaches, including aviation safety risk assessments, to produce a comprehensive integrated framework that permits each head of mission and the heads of the two departments to identify the most serious risks to the achievement of their respective mandates and to devise prudent mitigating strategies.

93. In 2013/14, the United Nations will implement IPSAS. To this end, the Departments of Management and Field Support have been working for the past three years to improve property accountability, which has been a perennial weakness observed in peacekeeping by the oversight bodies. These efforts have produced significant improvements in the physical verification of assets, the reconciliation of

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[17] This provision responds to paragraph 142 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

[18] This provision responds to paragraph 142 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

discrepancies, the cycle count of expendable property and the liquidation of the disposal backlog, with 11 peacekeeping missions having achieved 100 per cent physical verification of non-expendable property as at 30 June 2012. Across all peacekeeping missions the verification rate was 98 per cent for the same period. It is expected that all peacekeeping operations will achieve the required 100 per cent performance measure by the end of 2013.[19]

94. The Department of Field Support also has rolled out a new codification system that improves expendable asset visibility in warehouse operations, enables accurate consumption analysis based on standardized units of measure and eliminates procedural issues that have led to a proliferation of expendable property records and a lack of managerial accountability. The Department is also implementing upgrades to the Galileo inventory management system that provide field missions with enhanced tools for stock control and physical counts. Enhancing Galileo and the Mercury procurement management system will support compliance with IPSAS reporting requirements. All upgrades will be fully implemented by 30 June 2013.[20]

95. The level of compliance with these accountability measures in all areas of mission support will be reflected in the letter of representation that each peacekeeping operation has been required to prepare since the close of the 2011/12 financial year.[21] Letters of representation are an accountability tool as well as an internal control measure that record a mission's assessment of the effectiveness of the control environment within which the mission has managed its financial, human, physical and information and communications technology resources over the preceding 12 months. Letters of representation also provide assurance that the chief fiduciary within each mission has acted within the terms of his or her delegation of authority and has addressed recommendations that have been made by the oversight bodies.

96. Moreover, to strengthen accountability in the area of procurement and to ensure that peacekeeping operations strictly follow procurement rules and procedures, in addition to reviewing the annual letter of representation produced by each mission, the Department of Field Support regularly reviews monthly procurement reports and explanations of ex post facto cases to ensure that mission personnel involved in procurement activities have adhered to the terms of their delegations of procurement authority. It also reviews audit results related to field procurement activities and refers specific cases to the Department of Management for review and action, as appropriate. In addition, the Assistant Secretary-General of the Office of Central Support Services and the Director of the Procurement Division monitor the performance of procurement activities within peacekeeping missions on a quarterly basis.[22]

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[19] This provision responds to paragraph 30 of General Assembly resolution 66/264 and paragraph 95 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

[20] This provision responds to paragraph 95 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

[21] See A/66/679, para. 125.

[22] This provision responds to paragraph 98 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

D. Strengthening the capacity to meet strategic and operational challenges

97. Throughout the period, the United Nations will continue to strengthen and professionalize its capacity to meet strategic and operational challenges by developing and implementing practical policy, guidance and training initiatives and strengthening capabilities to identify and rapidly deploy highly qualified, specialized, well-equipped and fully trained civilian, military and police personnel. In parallel, there will be a need to secure the necessary resources and capabilities to deliver effectively on mandates, while overseeing their effective and efficient use, as well as a focus on identifying and generating greater enabling capabilities for missions to maximize United Nations resources in all peacekeeping activities.

Developing and implementing practical policy, guidance and training initiatives

98. Coherent and coordinated policies and guidance are central to a mission's capacity to meet its strategic and operational challenges. The Departments of Peacekeeping Operations and Field Support will continue to lead policy, guidance and training initiatives in 2013/14 in priority areas, such as protection of civilians, sexual violence in conflict, transitions and capability development. The Departments will also revise the guidance material on gender-sensitive electoral processes in coordination with the Department of Political Affairs, UN-Women, UNDP and other partners; work with UN-Women to consolidate the "mobile support teams" to deliver training on conflict-related sexual violence to troop-contributing countries; and develop guidance on the reporting of protection of civilians.

Training and capacity-building

99. To deliver on peacekeeping mandates, the United Nations continues to ensure that effectiveness is at the heart of its operations through the "capability-driven" approach, including the introduction of a quality assurance framework supported by comprehensive guidance and training opportunities for uniformed and non-uniformed personnel. Internal training initiatives for 2013/14 include the development and roll-out of specialized training for staff officers at force headquarters, all ranks of infantry battalions, medical units and formed police units. Training-of-trainer courses will continue to be conducted to enhance the capabilities of trainers to deliver pre-deployment training and to utilize United Nations core pre-deployment training materials.

100. In collaboration with United Nations system partners, the Departments of Peacekeeping Operations and Field Support also continue to give high priority to developing and delivering training to address protection of civilians, as well as prevention and response to conflict-related sexual violence. Integrated training-of-trainer activities on these subjects, which bring together uniformed and civilian personnel and include personnel deployed in peacekeeping operations, are currently being piloted and will be fully rolled out in 2013/14, along with mission-specific pre-deployment training on protection of civilians using new scenario-based exercises in MONUSCO, UNAMID, UNMISS and ONUCI, and new mission-specific modules for infantry battalion staff training focused on MONUSCO, UNMISS and UNAMID.

101. These efforts complement the departments' efforts to build host-State capacity to address sexual violence. Between June 2011 and March 2012, the Department of Peacekeeping Operations ran seven regional train-the-trainer courses on preventing and investigating sexual and gender-based violence in post-conflict environments, which resulted in 146 police officers from 80 Member States being certified as trainers. Twenty-five Member States have since conducted their own courses, thus creating a new pool of 6,064 investigators. In Haiti, an innovative project funded by Norway continues to strengthen the specialized sexual and gender-based crime units within the Haitian National Police. By May 2012, the project had generated 33 instructors to deliver the newly developed training curriculum and 267 specialized investigators within the Haitian National Police. This project will be expanded in other peace operations and other areas of policing and law enforcement.

102. Professionalization of mission support functions will continue to be a training priority addressed through such initiatives as the eCornell certification in human resources and the continuous updating and delivery of the Senior Mission Administration and Resource Training (SMART) programme. Priority job-specific and technical training will also continue, including training needed to obtain or maintain professional certifications to meet industry standards in the areas of logistics, air operations and information technology. In addition to enhancing performance, such training can help reduce operational costs, including insurance rates.

103. The evaluation of training activities will increase in 2013/14. Efforts will be made to evaluate the impact of training using the "Kirkpatrick model", which assesses the extent to which training has increased knowledge or capability. Evaluation of SMART, in terms of the return on investment that has been made in the programme, has entered its second phase with the collection and analysis of feedback from mission supervisors and managers. Other developments in training evaluation include the development of an evaluation methodology to assess the impact of training on mentoring and advising. Finally, the departments will continue to conduct higher-level training evaluations on a case-by-case basis.

104. In this connection, the evaluation of the Lean Six Sigma programme completed in 2012 confirmed that it provides a valuable tool for planning and managing resources. The programme's objectives of streamlining processes, eliminating waste and creating the capability for continuous organizational improvement to strengthen the ability to deliver results in the field have been applied to more than 23 six-month projects, resulting in 43 staff members receiving Lean Six Sigma project manager certification. Projects have seen reductions in processing time and elimination of waste. The Regional Service Centre in Entebbe, for example, has been using Lean Six Sigma tools to improve critical business processes, reducing the time to pay assignment grants to staff members by about 40 per cent. In addition, the Centre has been using Lean Six Sigma to implement service-level key performance indicators for human resources, finance and the Transportation and Movements Integrated Control Centre. With regard to the impact of training and capacity-building, 80 per cent of programme participants use the skills acquired in Lean Six Sigma in other areas of their work, including project management, communication and leadership skills. The initiative has led to the revision of business processes, rules and systems to adapt to the requirements of field operations, enabling movement of the action (and decision-making) to where it can most effectively meet operational requirements. Staff members certified under

the Lean Six Sigma programme are expected to contribute their expertise to continuous business process and organizational improvement.

105. The global peacekeeping training needs assessment, which aims to identify key skills and knowledge required for effective mandate implementation and performance, is also under way. Inputs for the needs assessment are being sought from a broad range of peacekeeping actors, including all categories of peacekeeping personnel, with special attention to the insights of those in leadership and supervisory roles who are accountable for performance and mandate implementation. The Departments of Peacekeeping Operations and Field Support, through the Integrated Training Service, have increased their outreach to the peacekeeping training community, notably through interaction with individual peacekeeping training centres and through engagement with the International Association of Peacekeeping Training Centres. While compilation and preliminary analysis of data was to be completed by the end of 2012, a notable theme emerging from the initial review of data was the need for greater attention to the orientation and induction of senior management. In 2013/14, improvements will continue to be made to leadership training activities, in particular the intensive orientation for heads of military components that was initiated during 2012/13, the senior leadership programme and the senior mission leaders course.

106. The variety of peacekeeping training, the diversity of the training audience and the large number of actors involved continue to present challenges to the comprehensive tracking, monitoring and evaluation of training activities. In anticipation of the full deployment of the learning management system in Inspira, the Departments of Peacekeeping Operations and Field Support are working closely with the Office of Human Resources Management and continuing with the roll-out of the second version of the electronic training management system (eTMS). Pilot-testing in two missions, MINUSTAH and UNSOA, was completed in 2012. The system is now in production stage and already being deployed to the field. Efforts to align its categories and data with those of the learning management system are continuing, in order to facilitate integration when the latter is fully deployed.

107. In response to Member States' calls for urgent measures to improve monitoring and tracking of peacekeeping training, both departments have instituted procedures to collect data regularly on training activities. The Integrated Training Service, working with integrated mission training centres in the field, has devised a monthly reporting template for manual compilation of information on field-based training activities to be used until mechanisms like the electronic training management system and the learning management system become fully operational. Using the information provided in the monthly reports from field missions, the Integrated Training Service manually maintains spreadsheets of basic data on training activities in the field, which, when complemented by Headquarters-level data on training funded through the support account for peacekeeping operations, provide a clearer picture of the scope and nature of overall peacekeeping training activities. To encourage a better flow of information and coordination, both departments have reached out to other Secretariat departments and offices that submit requests for support account funding for training to better track the entirety of peacekeeping training activities.

108. Investing in training for peacekeeping is essential to keep United Nations peacekeepers ready and responsive to tackle the many challenges posed by today's

peacekeeping environments. Both departments are also making concerted efforts to increase the cost-effectiveness of training and reduce training-related travel expenditures, whenever possible. Thematic annual workshops and conferences, which were designed to bring practitioners doing similar job function from across missions together every year to share experiences and lessons learned and improve policies and practices, will now be held biennially, with supplementary, periodic videoconferencing in between to bring field staff together virtually. Electronic communities of practice are also active to keep the flow of information and best practices circulating to field personnel and to provide electronic platforms for the exchange of knowledge. Missions will continue to seek ways of increasing access to learning opportunities for national staff. Many training activities organized by integrated mission training centres already target national staff, who also benefit from free access to electronic learning through Skillport, where bandwidth and available information technology facilities allow. Efforts are being made to identify alternative ways for national staff to enhance their skills to help them better perform their jobs and contribute to their career development. Where cost-effective and feasible, regional training events will be held for personnel from peacekeeping missions in the region. All venues chosen for training will be determined on the basis of a comparative cost analysis, taking into account the nature of the course, travel costs and staff time away from duty stations, as well as the suitability of training facilities for the training concerned. Special attention will be given to making the best use of the Global and Regional Service Centres for training, particularly for common programmes required by several missions. Given its proximity to several large missions, use of the training facilities of the Regional Service Centre has increased by some 60 per cent over the planned figure in the last performance period.

109. The establishment of benchmarks for external training activities will require a thorough review of the training needs of peacekeeping operations that cannot be met by internal training. Such benchmarking would have to take into account the skills and performance gaps identified in each mission that could be addressed by training, the availability of alternatives to external training, mission size and phase and special operational and mandate requirements. The Secretariat proposes to review during 2013/14 the feasibility of such benchmarking in light of the results of the global peacekeeping training needs assessment.

110. Training, mentoring and capacity-building are important tools for missions in building the capacity of host countries in critical areas, particularly where a transition of responsibility for security is essential to peace and sustainable development, as in Liberia and Haiti. Development and delivery of training and mentoring for national counterparts to strengthen the rule of law, particularly for policing and law enforcement, the justice sector, corrections and the disarmament, demobilization and reintegration of former combatants, are priority activities. In addition, training in skills such as mentoring and advising national personnel supporting the rule of law will be further developed. These skills are essential for peacekeeping personnel to work effectively with national counterparts and meet mission objectives for supporting and building national institutions and capacities.

111. To strengthen and professionalize capacity in rule of law, the Department of Peacekeeping Operations, working in close cooperation with Member States, is developing a strategic guidance framework for setting the standards and defining the role and responsibilities of international policing. The framework will be critical in

delivering on the key priority of strengthening host-State law enforcement capacity in Haiti, the Democratic Republic of the Congo, Liberia, South Sudan and Côte d'Ivoire. The Department will also continue to support Member States' training initiatives aimed at strengthening the rule of law, including through organizing training-of-trainers workshops and certifying police officers who meet established criteria in police specializations supported by the United Nations.

112. In addition, the Office of Rule of Law and Security Institutions is working with the Integrated Training Service and the integrated mission training centres in the field to ensure that mission and Headquarters budgets support the provision of specialized training for the frequently rotating United Nations police and corrections officers charged with mentoring and advising national counterparts. The reduction in the portion of the budget dedicated to training threatens to preclude the provision of the Department's specialized training modules for mentors and advisers and supervisors of mentors. These two training packages were designed with and for peacekeeping personnel to build the mentoring and advising skills of thousands of United Nations police, corrections and other staff working directly with national counterparts in national institutions.

Lessons learned

113. The Departments of Peacekeeping Operations and Field Support continue to be committed to the sharing of information and lessons learned across field missions and with partner organizations. Lessons learned, mission experiences and best practices on a variety of issues are widely disseminated in missions through electronic communities of practice, the policies and practice database and a network of best practices officers and focal points. Drawing on these sources of technical knowledge and applying best practice is of course critical to capacitating mission staff. Specialization is a prominent objective of the global field support strategy, and will facilitate the progressive reduction of support costs as a proportion of mission budgets. Guidance materials are also easily accessible to Member States and partners through the Peacekeeping Resource Hub.

114. One of these communities of practice is dedicated to the civil affairs community, which has a membership of over 700 personnel and provides field staff working on quick-impact projects and other topics with a forum to share information and seek assistance from colleagues in real time. Another community of practice for road and vehicle safety is under construction and will permit missions to share their standard operational procedures, best practices and lessons learned. The sharing of lessons learned among disarmament, demobilization and reintegration practitioners resulted in the implementation of a community-based labour-intensive project in UNAMID in July 2012, inspired by the community violence reduction programme of MINUSTAH.

115. Lessons learned about the need to fully coordinate the design and implementation of quick-impact projects with humanitarian and development partners to ensure that the needs of the local population are met were incorporated in the revised policy directive on quick-impact projects to be issued by the Departments of Peacekeeping Operations and Field Support in the fourth quarter of 2012. The revision introduces several project management techniques to help ensure that timelines for project implementation are realistic and achievable.

Rapidly deploying highly qualified civilian, military and police capacities

116. The Organization will continue its ongoing, progressive efforts to improve its capacity to identify and deploy qualified civilian, military and police personnel in a timely manner.

Civilian personnel

117. Following the landmark human resources management reforms approved by the General Assembly in its resolutions 63/250 and 65/247, the Organization continues to strengthen its approach to attracting and retaining qualified civilian specialists for assignment to peacekeeping operations worldwide. Thanks to the measures taken to achieve a global, dynamic and adaptable workforce, including the implementation of continuing contracts (see A/67/324), the average vacancy rate for international posts across all field missions was 16.1 per cent as at 30 June 2012, a 50 per cent improvement from the nadir of 33.8 per cent reached in January 2008, and the turnover rate for internationally recruited staff members continued its pattern of steady decrease. The average turnover rate for the 12-month period ending 30 June 2012 was 8.4 per cent, which was 2.8 per cent lower than the previous year.

118. In addition to the steady decrease in the vacancy and turnover rates that reflect the sustained return on investment that Member States have made in human resources management reforms, the Department of Field Support continues to take significant steps to improve the depth and diversity of the rosters. As of 1 July 2012, 12,055 candidates endorsed by the field central review bodies had been placed on a roster, some for more than one job function, and were available for immediate selection by hiring managers in the field missions. Rosters are now the primary tool used by the field missions to satisfy their requirements for civilian capacity. During the 2011/12 financial period, 93 per cent of vacant posts in field missions were filled with candidates selected from rosters maintained by the Department of Field Support, with the remaining 7 per cent filled through other processes, mainly temporary appointments. Of the candidates selected from rosters during 2011/12, 30.3 per cent were external to the United Nations and 32.7 per cent were women. Furthermore, during the same period the effectiveness and efficiency of the roster process continued to increase dramatically. In 2010/11, the average time to complete the assessment of applicants for a generic job opening took some 11.5 months. In 2011/12, the processing time decreased to 6.4 months, while the average number of applicants increased four-fold.

119. While more candidates than ever before are on rosters, there continue to be complaints from hiring managers and candidates about the system, mainly related to a lack of flexibility and delays in the process. The Secretary-General has highlighted in paragraph 34 of his report on human resources management reform (A/67/324) the actions taken to improve staffing timelines. There is still a knowledge gap of the policy framework among hiring managers, which needs to be addressed through greater information efforts. The Department also faces challenges in relation to the recruitment of qualified staff for French- and Arabic-speaking peace operations.

120. In 2013/14 the civilian staffing process will become more effective and efficient thanks to evolution of the policies that govern staffing activities and the technological applications that support them. For example, the change in policy adopted by the Department of Management to permit candidates cleared by a central

review body to remain on rosters indefinitely will eliminate the need for women to reapply every three years, or men every two years, and will reduce the significant administrative workload that is associated with the roster process.

121. Furthermore, job profiles for which rosters are maintained will be advertised according to need at regular intervals to ensure that sufficient numbers of qualified internal and external candidates are available for selection. At the same time, roster-based recruitment exercises will increasingly focus on specific skill gaps identified through workforce planning, while position-specific job openings will be used in parallel to target hard-to-fill positions and those that need to be filled by personnel with unique skill sets. Moreover, in 2013/14, the online talent management system, Inspira, will be rolled out to field missions, which will increase the transparency and improve the efficiency of the staffing process and enable the Organization to better manage its performance.

122. Concurrently, the Department of Field Support will continue its efforts to increase the number of women at all grade levels and to promote diversity within the global peacekeeping workforce, especially within the ranks of senior leadership. Notwithstanding the positive trend over the past five years in the percentage of women serving as heads and deputy heads of mission, from 2 per cent in 2007 to 17 per cent in 2011, the percentage had fallen to 13 per cent at the end of June 2012. The overall representation of female international staff, which stood at 28.8 per cent as of 30 June 2012, has remained stagnant over the past five years, as has the percentage of female national staff, which stands at 17.1 per cent. These statistics signal the need to strengthen outreach, communication and partnerships over the coming period with a view to expanding the pool of qualified female candidates. The Department has launched a 12-month project to gain a better understanding of the challenges that the Organization faces in attracting and retaining women in internationally and locally recruited positions in peacekeeping at all grade levels and to develop concrete recommendations.

123. Similarly, the Department will strengthen its outreach to troop- and police-contributing countries in the hope of increasing representation by those Member States in the civilian components of field missions. This focused approach has already been applied in the Middle East and North Africa to attract Arabic-speaking candidates for generic job openings in the Professional category in the civil affairs occupational group.

124. The Department of Field Support is pursuing several initiatives to determine how the workforce should develop to meet the evolving needs of peacekeeping. Specifically, the Department is conducting the review of the Field Service category that was requested by the General Assembly in its resolution 66/264. The review, which will be carried out in consultation with the staff representative bodies and other stakeholders, will analyse the current use of field service, professional and national staff in mission support functions and identify trends and staff requirements during specific stages of the mission life cycle. The review will be informed by lessons learned by United Nations agencies, funds and programmes about the scope for utilizing national capacities, as well as the lessons learned about the transfer of functions to national counterparts as missions downsize and close.

125. Furthermore, the Department is using lessons learned from past experience to advise missions on how to handle transitions such as downsizing or closing. The Department is also contributing to a comprehensive policy on downsizing that is

under development by the Department of Management that will apply to the global Secretariat, including field missions.

126. Despite the progress outlined above, peacekeeping continues to face challenges in management and retention of civilian personnel. In particular, civilian staff are often compelled to remain in difficult duty stations, separated from their families while facing heightened security risks and hardship for extended periods of time, without the institutional support that should derive from a systematic rotation of personnel. The inability of many field staff to move from the most difficult locations is mirrored by a reluctance of Headquarters-based staff to take up an appointment in the field.

127. Further, career development needs to be strengthened and should be guided by a fair and objective system of performance management, which includes candid evaluations and ratings that are consistent within and across missions. A fair and objective system also enables and encourages managers to address underperformance effectively, while recognizing the due process rights of staff members. Mandatory performance management training for managers and supervisors, introduced in 2011, is a progressive step but many managers are hampered in their ability to handle underperformance by a lack of thorough knowledge of the Organization's performance management system, which often results in a failure to observe due process. Additionally, managers are reluctant to tackle underperformance because of perceived slow and cumbersome procedures, often involving onerous rebuttals and appeals processes. For these reasons, managers sometimes decide not to resort to the formal system to address consistent underperformance. At the same time, no system is yet in place to reward and recognize outstanding performance — whether in the form of desired job opportunities, promotions or other types of rewards or recognition. The Staff-Management Committee Working Group on Performance Management and Development is actively working on this issue.

Military and police personnel

128. In response to the request made by the General Assembly on the recommendation of the Special Committee on Peacekeeping Operations (see A/65/19), the Departments of Peacekeeping Operations and Field Support have taken steps to address ongoing delays in the recruitment and selection of seconded, active-duty military and police specialists serving at Headquarters.

129. The timely recruitment of appropriately skilled police personnel remains a challenge. To improve the selection of police officers for peacekeeping operations and special political missions and to guide and assist Member States in their preselection procedures, the Department of Peacekeeping Operations has developed standard operating procedures for the assessment of the readiness of formed police units against the operational requirements for service in peacekeeping operations such as MINUSTAH, MONUSCO, UNMIL, UNAMID and UNOCI. Similarly, the newly published standard operating procedure for assessment of individual police officers for service in United Nations peacekeeping operations and special political missions will assist the Department and the police-contributing countries in mobilizing individual police officers who are qualified to implement the increasingly complex rule of law mandates approved for peacekeeping operations, including administration and management, leadership, training, public order

management; preventing and investigating sexual and gender-based violence; and countering transnational organized crime. The Department also has made significant inroads in its progressive effort to acquire police expertise with French and Arabic language skills and to attract women police officers. To these ends the Department has nurtured a fruitful relationship with the International Organization of la Francophonie and seen its global effort to increase female officers reap an increase from 7.8 per cent to almost 10 per cent as at the end of October 2012.

Government-provided personnel

130. In its resolution 66/264, the General Assembly endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions for greater clarity in resource proposals as to whether posts in peacekeeping operations are intended for recruitment of Government-provided personnel or civilian staff and the criteria for that determination.

131. It should first be recalled that the term seconded has been applied to two distinct modalities for securing expertise from Member States. One relates to established posts specifically designated in resource proposals to be filled with personnel remaining on active duty with their national Government while on secondment to the United Nations, signalling that the recruitment procedure for these posts differs from that applicable to other posts as set out in the Secretary-General's administrative instruction on the staff selection system (ST/AI/2010/3). The incumbents are staff members who hold appointments limited to service with the respective department or mission and the related resources are presented as such in budgetary proposals. These seconded personnel serve on a rotational basis, with a normal two-year tour of duty. A second modality relates to Government-provided personnel who do not hold a United Nations appointment and are not considered to be staff members; these personnel hold the legal status of experts on mission. United Nations police, including formed police unit members, and United Nations military experts on mission (i.e., officers and observers other than staff officers) are the most common examples. This modality is also employed for other functions, such as corrections or justice advisers. The resources related to engaging these personnel are shown in the military and police components of mission budgets or under operational costs for other personnel; these resources involve travel costs, mission subsistence allowance and an administrative overhead.

132. The resort to the use of Government-provided personnel with the legal status of expert on mission may be considered for functions amenable to recruitment on a rotational basis and for specialized functions that are found primarily within government departments and agencies, such as police or military experts. It may also be considered for expertise that is unique to a region, is required for a niche function or is not readily available in the United Nations. Government-provided personnel with the legal status of experts on mission should not be responsible for core political or administrative functions.

133. Recruitment for both of these modalities is initiated through a note verbale to Member States and only candidates nominated by Member States are considered in the selection process. Since November 2011, the Departments of Peacekeeping Operations, Field Support and Management have worked to streamline the process so that it can be completed within a six-month period, including the 90-day period for circulation of notes verbales to invite nominations from Member States. The

streamlined selection process offers the benefit of earlier advice to Member States on the selection of candidates for service in peacekeeping operations with the Departments of Peacekeeping Operations and Field Support, and enables officers to report for duty in a timely manner and in concert with national rotation schedules.

Aligning required resources and capabilities with operational requirements

134. Without prejudice to the authority of the Security Council to adopt peacekeeping mandates, the Departments of Peacekeeping Operations and Field Support will review each peacekeeping operation at least once every two years to ensure that the mission's operational capabilities and its human, financial, physical and information and communications technology resources are commensurate with its mandated tasks and the evolving mission environment. These periodic reviews are an opportunity to ensure that the missions have not only the right numbers of personnel but also the right mix of skills and capabilities to match evolving mandates and changing requirements on the ground. Situations can arise wherein military observers and police officers arrive in mission without meeting minimum requirements (e.g., in terms of language or driving skills) and must thus be repatriated prematurely, creating not insignificant hurdles to mandate implementation.

135. Each mission will be examined on its own merits. Where circumstances warrant, additional or different capabilities and increased levels of resources will be requested. On the other hand, where the review concludes that a mission's operational capabilities or resource levels are in excess of the operational requirements, they will be scaled downward accordingly.

136. In the past year, reviews have been carried out in MINUSTAH, UNMIL, UNOCI, UNAMID, UNIFIL and UNMIT, focusing primarily on military and police capacities. These reviews determined that, globally, a 6 per cent reduction in the number of uniformed personnel is both prudent and possible. The results of each review will be reflected in the mission's budget submission to the General Assembly.

137. The Departments of Peacekeeping Operations and Field Support also continue to review civilian personnel level, with particular regard for changing requirements on the ground and the need to scale them to the level of activity anticipated within each mission. The Departments, in the context of the budget development process and in consultation with each mission, have reviewed the ratios between the overall personnel levels in each mission, including troops, police and mission support personnel, to ensure that mission support structures are commensurate with the nature of the work to be performed, the structure of the mission and the operating environment. At Headquarters, the departments have looked at their own staffing requirements, in terms of both posts and general temporary assistance positions, in relation to the level of expected peacekeeping activity in 2013/14 and the requirements of the fourth year of implementation of the global field support strategy. In both cases, there is the possibility that the strategic assessment underlying these efforts to scale civilian capacity to anticipated requirements may change in the course of the financial period, requiring the departments to make the necessary adjustments.

Generating greater enabling capabilities for missions

138. For some years, the Departments of Peacekeeping Operations and Field Support have been identifying critical capability gaps in field missions and seeking the support of Member States, regional organizations and other partners to help bridge these gaps. One such gap is military helicopters, which perform tasks that commercial helicopters are not capable of performing. The two Departments have taken a number of steps to significantly reduce the shortfall in military helicopters, including the revision of the framework for cost reimbursement, which makes the contribution of helicopters more viable without altering the overall financial envelope. This initiative and others have more than halved the gap, from 32 military helicopters in February 2012 to 15 in October 2012, with six more due to be deployed by the end of the first quarter of 2013.

139. The Departments of Peacekeeping Operations and Field Support also are looking at introducing new technologies, such as unarmed unmanned aerial systems, to the peacekeeping operations in the Democratic Republic of the Congo and Côte d'Ivoire to enhance force protection and staff security, support the implementation of their protection of civilian mandates and reduce their dependency on helicopters for aerial surveillance. The feasibility of this initiative is being reviewed in close cooperation with the Office of Legal Affairs. The employment of such capacities within the respective mission areas will be subject to the agreement of the host countries. Consultation with Member States on the use of this technology will also be given top priority.

140. Furthermore, since visualization of the operational environment is a key operational tool for maintaining situational awareness, sophisticated cartographic products are essential, and geospatial information and the rapid provision of geospatial analysis have become indispensable decision-making tools in conflict prevention, mediation of boundary disputes and natural resource management. The Organization therefore will continue to develop its geospatial capabilities including the global geospatial database known as "UNmap", the United Nations gazetteer (its place names database) and the United Nations Earth system (the Organization's satellite images database and dissemination platform).

E. Delivering effective and efficient support while improving the service delivery model

141. The continuing challenge for the United Nations in 2013/14 will be to deliver effective and efficient support to peacekeeping operations while concurrently transforming its service delivery model. This transformation extends beyond the continuing realization of the goals of the global field support strategy and includes the roll-out of new enterprise business solutions, including Inspira and Umoja, as well as collateral information technology solutions for rations and air transportation management and the implementation of IPSAS.

Transforming structures and business processes into an integrated, optimized support framework

142. During the budget period, through the global field support strategy, the Department of Field Support will continue to pursue tangible improvements in the quality, speed and effectiveness of its support to peacekeeping and other field-based

missions, while introducing efficiencies and cost savings. As the target date of 2015 nears, the Department of Field Support is focusing on bringing about tangible results at four levels of activity: Headquarters, the Global Service Centre, the Regional Service Centre and field missions. Strategic support is being reinforced at the Headquarters level. The goal is to move transactional tasks previously performed at Headquarters closer to those they serve, while combining non-location-specific tasks previously housed in the missions into less difficult and costly locations. Engagement with Member States continues to be a top priority for Headquarters; others include the provision of planning and guidance and acting as an oversight and monitoring body. The capacity to provide operational and transactional support is being strengthened at the Global and Regional Service Centres, situated in Brindisi, Italy, Valencia, Spain and Entebbe, Uganda. The end-state vision for the global field support strategy is one in which field missions concentrate on mission essentials in support of effective mandate implementation, while receiving better, faster support from Headquarters and the Global and Regional Service Centres.

143. As implementation moves into its fourth year in 2013/14, the focus will be on consolidating gains achieved to date by leveraging the strategy's common services model to improve inter-mission cooperation and support; rolling out Inspira and the first stage of the Umoja enterprise resource planning system and implementing IPSAS; ensuring that the Global Service Centre reaches full operational capability as a client-focused supply chain centre of excellence; and realizing the full integration and effectiveness of human resource and financial transactional processes that have been transferred to the Regional Service Centre before proposing additional centres. The Department is also developing a comprehensive supply chain strategy for the longer term that will be integrated in the larger framework of the global field support strategy and subsume the modularization pillar.

144. The global field support strategy has already yielded substantial results. New missions in Libya (UNSMIL) and the Syrian Arab Republic (UNSMIS) benefited from speedy deployment of vehicles and communication equipment from the Global Service Centre to enable rapid start-up. During the reporting period, mission support teams from the Global Service Centre supported 12 political and peacekeeping missions with efficient and effective logistics, administrative and communications and information technology assistance. In Somalia, UNSOA enhanced rapid deployment through the establishment of three modular camps — the first practical application of modularization designs previously completed in close collaboration with Member States. The first-time use of the standard funding model allowed UNMISS to achieve a budget implementation rate of 99.9 per cent for the 2011/12 period, a significant improvement over traditional first-year budget implementation rates.

145. Further details about the progress that has been made in the implementation of the global field support strategy are presented in the third progress report of the Secretary-General on the strategy (A/67/633), which should be read in conjunction with the present report. The progress report describes the proposed end state and discusses the implementation plan, the risk assessment and performance management framework and the communications plan. Furthermore, annex I to the present report presents information about the results obtained through the third year

of implementation, including cost-benefit analyses, financial performance data and a review of the operations of the Regional Service Centre and efficiency gains.

Providing responsive services equitably to all dependent field-based operations

146. In 2013/14, the Department of Field Support, acting in its capacity as the Organization's strategic provider of cross-cutting goods and services to peacekeeping operations, will continue to make improvements in the management of air and ground transportation and bulk commodities.

Air transport

147. Air operations will remain a key enabler of effective peacekeeping for the foreseeable future, both in relation to the implementation of mandated operational tasks and essential mission support activities, such as the regular and reliable intramission movement of personnel and supplies. Thus, in 2013/14, the Secretariat will continue to strive for improved efficiency in air transport operations without compromising required safety and security standards or the quality of transportation services delivered to mission personnel.

148. Consistent with the global field support strategy, air transportation capabilities acquired for individual peacekeeping operations will be shared, to the extent practicable, under the overall direction of the Assistant Secretary-General for Field Support. The Air Transport Section develops guidance and provides programme oversight and the Strategic Air Operations Centre at the Global Service Centre plans, coordinates and provides real-time monitoring of all inter-mission and intramission air movements. Where air assets are shared among peacekeeping missions, the authority and accountability for the proper operation of an air asset remain with the mission to which it was assigned.

149. To better manage air operations, in 2013/14, the Department of Field Support will roll out a simplified air transportation information management system that will be suitable for operation in the Umoja environment. In addition, the Department will continue to engage with aviation industry experts to define key performance indicators based on industry practices, with the aim of establishing appropriate benchmarks for air transportation services. The Department will continue to collaborate closely with WFP under the terms of the framework agreement for cooperation. The framework agreement, which in and of itself has no financial implications for the Organization, establishes the basis for a series of discretionary technical agreements in air chartering, air traffic services and airfield services, among other areas.

150. The Department of Field Support has completed a comprehensive review of the Organization's current approach to provisioning peacekeeping operations with air transportation capabilities, which has resulted in a reduction of the overall size of the peacekeeping air fleet in a way that has not affected service delivery. For example, the Department has introduced the use of new fuel-efficient B737-400 Combi multipurpose aircraft that can legitimately transport passengers and cargo simultaneously, as opposed to all-cargo or all-passenger configurations. Other improvements include the integrated planning of flight movement requirements, regional review of route structures and the deployment of additional aircrews to maximize aircraft utilization.

151. Furthermore, in August 2012, the Departments of Field Support and Management completed the acquisition process for a long-range, widebody passenger aircraft to transport military and police units for initial deployment, periodic rotation and repatriation. The introduction of a widebody passenger aircraft on long-term charter to the Organization has produced significant savings and better service to the troop- and police-contributing countries. From the start of operations on 16 September 2012 through the end of November 2012, six large contingent rotations were carried out with a net savings of approximately $1.7 million compared to the cost of the same troop contingents' previous rotations, done by spot charter. In addition, having this aircraft on a long-term arrangement obviates the need for multiple short-term bids, enabling the United Nations to provide faster service to Member States and react more swiftly to crises as they occur.

152. Investment in the airfield support infrastructure may also improve the cost-efficiency of air transportation services. Aviation infrastructure in mission areas is often severely degraded or compromised. However, the use of fixed-wing aircraft capable of short landings on rough airstrips, coupled with investment in ground infrastructure and runways, may provide more cost-efficient and operationally effective air services than helicopters alone. In the first quarter of 2013, the Department of Field Support will perform a cost-benefit analysis of replacing helicopters with fixed-wing aircraft in selected missions and locations.

153. The Department is also conducting a comprehensive review of the missions' aviation fuel requirement estimates in order to determine whether the current estimation mechanism is the most appropriate. The review is to be completed in the first quarter of 2013.

Ground transportation

154. In the area of ground transportation, the Department is taking several steps to address issues brought to its attention by the oversight bodies and the General Assembly. For example, it is reviewing the light vehicle holdings of all missions with a view to identifying opportunities to economize through inter-mission transfers. This review builds on the experience of the review of light vehicle holdings in MINUSTAH, which showed the mission to have 60 more vehicles than needed. These excess vehicles have been earmarked for transfer to other missions with unfulfilled requirements, with a potential cost savings to the Organization of some $1.7 million.

155. Another initiative is the review of guidelines for light vehicle entitlements, which will be completed by the end of the third quarter of 2013. The review will consider, among other matters, the factors that are used to determine life expectancy and whether to revise the existing guidance for determining the mission-level light vehicle reserve, which was established several years ago to address unforeseen ground support requirements.

156. In parallel, the Department is ensuring that all peacekeeping operations establish practicable local guidelines for tracking liberty mileage and recovering charges, where appropriate.

Information and communications technology

157. During the 2013/14 budget period, the Department of Field Support will improve the delivery of information and communications technology services through consolidation and stabilization of its systems to support broader enterprise-wide imperatives, such as Umoja and Inspira. Additional activities include redesigning, virtualizing and optimizing existing systems and infrastructures to create the stable foundation necessary to support enterprise initiatives; improving responsiveness and resilience; consolidating data; and enabling the adoption of standardized, automated solutions.

158. As indicated in the Secretary-General's third progress report on the enterprise resource planning project (A/66/381), the implementation of Umoja begins with a pilot in July 2013 in UNIFIL, with additional deployments of the system planned for field missions through 2014. The Department of Field Support continues to work closely with the Umoja team to ensure that the appropriate predeployment activities, including the development of necessary interfaces between existing systems, are completed in the field to support the first ("Foundation") phase of Umoja implementation, through the end of 2014, as well as the second ("Extension") phase, to be implemented in two stages from 2014 to 2016 and from 2016 to 2018. Extensive preparatory activities will also be undertaken by the Umoja team, such as business process re-engineering and alignment, in order to ensure the successful adoption of the Umoja solution. In particular, crucial project activities such as training will require a significant effort given the scale of operations in the field, as outlined in the fourth progress report of the Secretary-General (A/67/360).

159. In response to a request made by the General Assembly in its resolution 66/264, regarding delays in the implementation of electronic management systems for peacekeeping operations, as well as requirements for interfaces between those systems and Umoja, the Department of Field Support, in close collaboration with the Umoja team, is establishing interfaces between legacy systems, such as Galileo and Mercury, and the software produced by SAP, in order to meet Umoja automation and data requirements. Development activities have been based on detailed specifications provided by the Umoja team and the Department expects that this development work will be completed in advance of the initiation of Umoja Foundation in July 2013.

160. Progress has been achieved in the implementation of all electronic management systems for peacekeeping operations. In the absence of a viable commercial contract for an electronic fuel management system, an internal software solution has been developed to meet a prioritized list of requirements and has been implemented in MINUSTAH. Enhancements and deployment to additional peacekeeping operations will continue in 2013/14, with full consideration given to providing interfaces with Umoja. After two failed attempts to acquire a commercially provided electronic rations management solution that would meet the Organization's requirements, an internal solution is currently in development, which will interface with Umoja. In addition, given the absence of a viable commercial contract for an air transport management solution, a series of modular applications to support the aviation programme of the Department of Field Support have also been developed in coordination with the Global Service Centre.

161. The testing of the electronic fuel management system was completed in December 2012. During 2013/14, the system will be deployed to UNAMID,

MONUSCO and UNOCI and thereafter to further missions at a rate of three missions per year. The key lesson learned from the outsourcing of the fuel management contract is that statements of work and technical requirement documentation need to be more detailed and conclusive when requests for proposals are issued.

162. As requested by the General Assembly in its resolution 66/264, all peacekeeping operations have been asked to remain within standard equipment ratios, using actual personnel levels as a reference rather than the full authorized level of personnel. The equipment ratios established by the Department of Field Support and promulgated in the Standard Cost and Ratio Manual have also been updated. These updates better reflect the changing profile of the mission workplace, which has seen a shift towards providing more support to an increasing number of national staff in more skilled roles and to uniformed personnel integrated with civilians in the mission's workforce. The end result is an estimated reduction of approximately 3,000 computers.

Supply

163. In 2013/14, the Department of Field Support will continue to use turnkey fuel supply contracts to improve the effectiveness of fuel supply and distribution operations within field missions. Turnkey contracts decrease operational and financial risk by transferring the responsibility for establishing and operating the mission's bulk fuel storage and distribution system, and the associated liability for any loss, wastage and environmental damage, to a third party. The cost-benefit analysis requested by the General Assembly is expected to be completed during the second quarter of 2013.

Environmental management

164. Responsible stewardship of the environment by peacekeeping missions plays a critical role in the missions' operational efficiency and is an important sign of respect for the environment of the host country and its population. Environmental sustainability is a high priority of the Secretary-General, and in the outcome document of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288, annex), the United Nations system was called upon to improve its management of facilities and operations by taking into account sustainable development practices. The environmental policy of the Departments of Peacekeeping Operations and Field Support guides peacekeeping missions in matters of environmental management.

165. After a two-year analysis undertaken in close collaboration with the Departments of Peacekeeping and Field Support and the field missions, UNEP published the report entitled *Greening the Blue Helmets: Environment, Natural Resources and UN Peacekeeping Operations* in May 2012, highlighting its findings regarding the implementation of the environmental policy. While examples of good environmental practice have emerged across all of the main sectors of the peacekeeping infrastructure, adoption of the policy in the field has been limited and ad hoc to date, mainly due to the lack of a universal system for compliance monitoring, dedicated resources and general awareness of issues addressed by the policy.

166. To address most of those gaps, the Department of Field Support is working with UNEP to develop a five-year technical cooperation framework. The cooperation focuses on the following overarching themes: development of tools and operational guidelines; field implementation of the environmental policy; development and implementation of training programmes for field mission personnel; monitoring, evaluation and reporting on the implementation of the policy; and communication and advocacy. Funding requirements are expected to be covered through a joint resource mobilization strategy.

167. As the training of personnel on environmental issues has been clearly identified as a prerequisite for successful compliance with the environmental policy, the Department of Field Support is working with the Integrating Training Service of the Department of Peacekeeping Operations to develop an environmental training strategy for peacekeeping personnel. An online training module has recently been launched jointly by UNITAR and UNEP, entitled "Introduction to environment, natural resources and United Nations peacekeeping operations".

168. The Secretary-General has also reminded all heads of mission about the importance of complying with the environmental policy and consequently, the senior manager's compacts of the heads of mission include an environmental management objective.

Transformation of financial functions in field operations

169. The 2013/14 financial period will see the fundamental transformation of financial functions in peacekeeping operations through the completion of three significant initiatives. The increased transparency that will be brought about by the implementation of IPSAS will ensure that accountability for resource use reaches new heights. In parallel, the initial phase in the implementation of Umoja across peacekeeping operations will provide the Secretariat with the information and reporting tools needed to ensure that its stewardship of resources can match the increased accountability. In addition, the full implementation of finance functions within the Regional Service Centre will streamline processes and improve service delivery, while also providing the relevant field operations with the capacity needed to implement IPSAS and Umoja.

170. In the next financial period, starting in July 2013, peacekeeping operations will lead the Secretariat's implementation of both IPSAS and Umoja. The independently established IPSAS reporting requirements have significant implications for peacekeeping operations. The substantial investment in equipment and facilities required to sustain peacekeeping operations will need to be capitalized in accordance with complex accounting standards and appropriately amortized across its useful life. In addition, processes within field operations will need to be re-engineered to ensure that expenditures can be recognized when goods and services are, in fact, received, and not simply when commitments are entered into.

171. In preparation for the commencement of the first reporting period for IPSAS, all field operations have established an IPSAS implementation committee under the leadership of the heads of the mission support components. In addition, each field operation is required to provide a monthly update of progress to the senior leadership of the Departments of Management and Field Support.

172. The implementation of IPSAS and the realization of subsequent benefits will rely significantly on the finance-focused first stage of Umoja's implementation, Umoja Foundation. In addition, Umoja will provide a basis for field financial processes to be further streamlined, approval requirements to be better automated and management decisions to be better supported by accurate, real-time data.

173. The financial functions that have been transferred to the Regional Service Centre will form the Centre's largest single functional element. As the Centre is expected to provide support for almost two thirds of peacekeeping operations, measured in terms of cost, it will provide a critical platform for the implementation of IPSAS and Umoja for its client missions (including five peacekeeping operations).

174. With the migration of finance functions and staffing to the Regional Service Centre well progressed, the integration of mission-specific activities is expected to be largely completed by June 2013. The implementation of IPSAS and Umoja will allow efforts in 2013/14 to focus on the transformation of existing finance processes and service delivery.

175. The increasing expectations for cost-effective resource management, as well as the implementation of IPSAS and Umoja, also demand greater alignment between financial management and accounting functions in field operations. For five peacekeeping operations, this will be facilitated by the Regional Service Centre and a parallel recognition that budget management functions remaining in missions must provide the primary source of governance and assistance to mission leadership for all financial matters.

176. Separately, a number of other peacekeeping operations will pilot an approach during 2013/14 whereby existing budget and finance units are merged under a single chief finance and budget officer. This will create the critical mass of expertise and capacity that is needed to properly address the complexity of the tasks to be carried out and to ensure greater interdependency between financial management and accounting information.

Monitoring, assessing and managing performance across all field operations

177. The Department of Field Support is working to enhance performance management by developing a coherent framework that includes greater use of key performance indicators. A prototype for the comprehensive application of key performance indicators is currently being assessed in the Kuwait Joint Support Office for the field missions in Iraq and Afghanistan for possible roll-out across all peacekeeping operations. Under the pilot framework, performance management is an integral part of the design and delivery of interrelated activities and services delivered to customers.

178. Another important element in ensuring that resources are used appropriately and to best effect is the provision of evaluation capacities. The evaluation team in the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations is a shared resource with the Department of Field Support that undertakes up to six evaluations each year in response to direction of the Under-Secretaries-General for Peacekeeping Operations and Field Support. In 2012/13, the team will carry out, inter alia, an internal evaluation of inter-mission cooperation in West Africa and a comprehensive evaluation of UNMISS. These internal evaluation

results feed back into the policy development process, mission budget guidance and training needs analysis, and contribute to strengthened management oversight of peacekeeping operations.

F. Conclusion

179. Section III of the present report outlines the strategic planning assumptions for United Nations peacekeeping in 2013/14 and the sustained, joint efforts of the Departments of Peacekeeping Operations, Field Support and Management to address the current and anticipated strategic, operational, financial, human resource and logistical challenges before them. The departments strive to realize their shared commitment to improve, streamline and reform the current processes, where possible, and to achieve the effective and efficient implementation of legislative mandates and use of human and financial resources, as requested by the General Assembly. In parallel, the departments have been actively contributing to the efforts made to strengthen accountability within the United Nations at the institutional, managerial and personal levels. While many challenges remain and more work needs to be done in many areas to meet the aspirations of Member States, the Secretariat is committed to effective and efficient mandate delivery and to ongoing organizational change and improvement.

IV. Budget performance for the period from 1 July 2011 to 30 June 2012

A. Analysis of variances

180. As shown in table 2, the total approved budget for the period from 1 July 2011 to 30 June 2012 amounted to $7,863.9 million, inclusive of UNLB and the support account. The related expenditure amounted to $7,562.0 million, resulting in an overall unencumbered balance of $301.9 million.

Table 2
Financial resource performance for the period 2011/12
(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

			Variance	
Peacekeeping component	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
MINURSO	61 449.4	59 999.5	1 449.9	2.4
MINUSTAH	793 517.1	739 768.6	53 748.5	6.8
MONUSCO	1 486 486.1	1 378 948.0	107 538.1	7.2
UNAMID	1 689 305.5	1 615 840.1	73 465.4	4.3
UNDOF	50 526.1	48 243.3	2 282.8	4.5
UNFICYP	56 512.0	56 323.0	189.0	0.3
UNIFIL	545 470.6	545 303.2	167.4	—

Peacekeeping component	Apportionment	Expenditure	Variance	
			Amount	Percentage
UNISFA	175 500.0	161 131.2	14 368.8	8.2
UNMIK	48 300.1	46 587.9	1 712.2	3.5
UNMIL	525 559.9	522 917.2	2 642.7	0.5
UNMIS	137 532.0	133 989.3	3 542.7	2.6
UNMISS	722 129.6	721 090.7	1 038.9	0.1
UNMIT	196 077.5	192 320.2	3 757.3	1.9
UNOCI	645 961.4	625 111.4	20 850.0	3.2
UNSOA	291 092.7	287 757.4	3 335.3	1.1
UNSMIS[a]	25 135.1	17 588.8	7 546.3	30.0
Subtotal, missions	**7 450 555.1**	**7 152 919.8**	**297 635.3**	**4.0**
UNLB	68 512.5	64 253.2	4 259.3	6.2
Support account[b]	344 792.4	344 786.4	6.0	–
Subtotal	**7 863 860.0**	**7 561 959.4**	**301 900.6**	**3.8**
Voluntary contributions in kind (budgeted)	6 419.3	6 736.1	(316.8)	(4.9)
Total	**7 870 279.3**	**7 568 695.5**	**301 583.8**	**3.8**

[a] Commitment authority in the amount of $25,135,100 based on the concurrence of the Advisory Committee on Administrative and Budgetary Questions on 30 April 2012 and 14 June 2012.

[b] Includes enterprise resource planning in the amount of $47,185,200.

Table 3
Financial resources

(Thousands of United States dollars. Budget year is from 1 July 2011 to 30 June 2012.)

Category	Apportionment (1)	Expenditure (2)	Variance	
			Amount (3)=(1)-(2)	Percentage (4)=(3)÷(1)
Military and police personnel				
Military observers	102 568.4	104 228.5	(1 660.1)	(1.6)
Military contingents	2 354 304.4	2 243 810.1	110 494.3	4.7
United Nations police	386 955.2	364 112.0	22 843.2	5.9
Formed police units	245 232.0	210 100.6	35 131.4	14.3
Subtotal	**3 089 060.0**	**2 922 251.3**	**166 808.7**	**5.4**
Civilian personnel				
International staff	1 198 030.3	1 224 714.3	(26 684.0)	(2.2)
National staff	332 329.7	369 428.4	(37 098.7)	(11.2)

			Variance	
	Apportionment	*Expenditure*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)=(3)÷(1)*
United Nations Volunteers	116 937.4	112 893.3	4 044.1	3.5
General temporary assistance	83 801.1	150 687.5	(66 886.4)	(79.8)
Subtotal	**1 731 098.5**	**1 857 723.5**	**(126 625.0)**	**(7.3)**
Operational costs				
Government-provided personnel	13 033.9	12 486.2	547.7	4.2
Civilian electoral observers	–	–	–	–
Consultants	12 345.0	12 133.3	211.7	1.7
Official travel	56 768.1	58 307.1	(1 539.0)	(2.7)
Facilities and infrastructure	923 480.7	853 443.9	70 036.8	7.6
Ground transportation	222 685.4	184 007.0	38 678.4	17.4
Air transportation	980 493.4	849 837.0	130 656.4	13.3
Naval transportation	39 391.6	34 729.6	4 662.0	11.8
Communications	257 558.0	235 507.7	22 050.3	8.6
Information technology	163 836.8	165 359.4	(1 522.6)	(0.9)
Medical	91 150.3	88 411.1	2 739.2	3.0
Special equipment	35 928.3	30 395.1	5 533.2	15.4
Other supplies, services and equipment	229 449.7	242 023.4	(12 573.7)	(5.5)
Quick-impact projects	17 580.3	15 343.7	2 236.6	12.7
Subtotal	**3 043 701.5**	**2 781 984.6**	**261 716.9**	**8.6**
Total	**7 863 860.0**	**7 561 959.4**	**301 900.6**	**3.8**
Voluntary contributions in kind (budgeted)	6 419.3	6 736.1	(316.8)	(4.9)
Total requirements	**7 870 279.3**	**7 568 695.5**	**301 583.8**	**3.8**

181. The underexpenditure of $166.8 million under military and police personnel resulted mainly from (a) the fact that the standardized funding model assumptions used for UNMISS were based on the requirement to emplace all contingent-owned equipment in the mission area, and provided resources for formed police units, whereas the majority of the contingent-owned equipment was already in place in South Sudan and the mission has no formed police units; (b) the unserviceability and non-deployment of contingent-owned major equipment in UNAMID, as well as lower cost for the rotation of the mission's contingents from neighbouring countries by using United Nations air assets instead of the budgeted commercial charter flights; (c) the partial drawdown of the post-earthquake surge capacities of MINUSTAH pursuant to Security Council resolution 2012 (2011); and (d) lower average deployments of military contingent personnel in MONUSCO and UNIFIL.

182. The overexpenditure of $126.6 million under civilian personnel resulted principally from higher deployments of civilian staff in UNMISS, UNAMID, UNIFIL and UNMIT as compared to the assumptions for the budgets.

183. The underexpenditure of $261.7 million under operational costs resulted mainly from (a) lower requirements for air transportation in MONUSCO owing to the postponement of the provincial elections in the Democratic Republic of the Congo, in UNAMID owing to a lower than planned level of aviation activities, in UNMIL and UNOCI as the two missions shared one aircraft and reconfigured their air fleet, in MINURSO and UNFICYP owing to the deployment of a lower number of aircraft and in UNMIT as the contracts were awarded to existing carriers; (b) the partial drawdown of the post-earthquake surge capacities of MINUSTAH and the related downsizing of the mission's operations; (c) the fact that UNMISS acquired vehicles and other equipment as well as existing facilities and structures from closing missions; and (d) delays in developing a new national disarmament, demobilization and reintegration programme in Cote d'Ivoire in accordance with Security Council resolution 2000 (2011).

184. The main reasons that affected budget performance in each mission are highlighted in table 4.

Table 4
Main factors affecting budget performance

Peacekeeping component	*Main factors affecting budget performance*
MINURSO	97.6 per cent of the approved budget was utilized for (i) monitoring the parties' activities to ensure compliance with the ceasefire agreement and facilitate progress towards a political settlement on the status of Western Sahara; (ii) support to confidence-building measures arranged by UNHCR and WFP; and (iii) cooperation with implementing partners in mine detection and clearance operations. Resource utilization was mainly affected by: (a) The termination of the contract for one helicopter; (b) The cancellation of the planned acquisition of 27 light vehicles in order to comply with vehicle standard ratios, coupled with the cancellation of the purchase of 7 heavy vehicles as they were received from MINURCAT. The reduced requirements were partly offset by: (a) Higher requirements for common staff costs upon the harmonization of conditions of service for staff in the field and the designation of MINURSO as a family duty station; (b) An increase of the salaries for national staff resulting from a post reclassification exercise.
MINUSTAH	93.2 per cent of the approved budget was utilized for (i) providing support to Haiti in addressing challenges to political stability; (ii) enhancing the capacity of the national police and judicial and correctional institutions; (iii) increasing State capacity to protect the rights of vulnerable groups affected by the earthquake; and (iv) supporting the delivery of humanitarian aid and recovery efforts.

Peacekeeping component	*Main factors affecting budget performance*
	Resource utilization was mainly affected by: (a) The partial drawdown of the mission's post-earthquake surge capacities entailing the repatriation of 1,600 military contingent personnel and 600 formed police personnel and the related downsizing of the mission's operations; (b) The discontinuance of the provision for hazardous duty station allowance to civilian staff; (c) The reduction of the aviation fleet by one fixed-wing and one rotary-wing aircraft, owing to a modification of the scheduled flight services and the establishment of new procedures for special flight requests. The underexpenditures were partly offset by: (a) A higher average cost of fuel compared to budget; (b) Higher requirements resulting from the revision of the salary scales for national staff.
MONUSCO	92.8 per cent of the approved budget was utilized for (i) the protection of civilians through the expansion of the Community Alert Network project; (ii) the stabilization of conflict-affected areas through the provision of support to the national authorities for the disarmament, demobilization, repatriation, reinsertion and reintegration programme; (iii) support related to the rule of law, including the strengthening of the judiciary and prison systems and capacity-building on human rights and gender issues; and (iv) support to democratic institutions and the consolidation of peace through electoral support for the national and presidential elections. Resource utilization was mainly affected by: (a) The deployment of fewer aircraft as a result of the postponement of the provincial elections; (b) A lower deployment of military contingents; (c) Lower rental costs owing to the deferred establishment of the integrated mission headquarters. The underexpenditures were partly offset by: (a) A lower average vacancy rate for national staff; (b) Higher reimbursements to troop-contributing countries for self-sustainment resulting from an increased number of countries that meet the medical performance standards; (c) A higher deployment of formed police units.

Peacekeeping component	*Main factors affecting budget performance*
UNAMID	95.7 per cent of the approved budget was utilized for (i) the protection of civilians; (ii) the promotion of the peace process and implementation of a comprehensive agreement and sustained ceasefire; (iii) support related to the rule of law, including the strengthening of the judiciary and prison system and human rights and gender capacity-building; and (iv) early recovery and reconstruction assistance, through the provision of area security for the United Nations country team and other humanitarian partners. Resource utilization was mainly affected by: (a) A lower than planned level of aviation activities; (b) The unserviceability and non-deployment of contingent-owned major equipment; (c) The rotation of contingents from neighbouring countries using United Nations air assets instead of the budgeted commercial charter flights. The underexpenditures were partly offset by: (a) Lower than budgeted vacancy rates and revised salary scales for international and national staff; (b) Additional requirements for fuel owing to the continued reliance on high-capacity generators for the uninterrupted supply of electricity in the mission area and to a fuel price increase.
UNDOF	95.5 per cent of the approved budget was used for supervising the area of separation based on the disengagement agreement between Israeli and Syrian forces. Resource utilization was mainly affected by: (a) Lower actual costs for the rotation of contingent personnel compared to the budgeted estimates and reduced requirements for rations owing to a rationalization of food requirements resulting in less waste; (b) Reduced requirements for vehicle repairs and maintenance owing to the termination of the service contract for armoured personnel carriers; (c) The postponed construction of the communications tower. The underexpenditures were partly offset by additional requirements for international staff evacuation allowances to dependants and danger pay in light of the security situation.
UNFICYP	99.7 per cent of the approved budget was utilized for (i) maintaining the stability of the buffer zone; and (ii) support for the ongoing political negotiations for a Cyprus settlement. Resource utilization was mainly affected by: (a) Higher than budgeted freight for the deployment of contingent-owned equipment resulting from the replacement of one helicopter;

Peacekeeping component	*Main factors affecting budget performance*
	(b) Higher costs of petrol, oil and lubricants; (c) Higher requirements for personnel costs owing to fluctuations in the exchange rate between the euro and the United States dollar and the revision of international staff salaries and related costs. The additional requirements were partly offset by: (a) Lower travel costs for military and police personnel; (b) The unavailability of one helicopter.
UNIFIL	100.0 per cent of the approved budget was used for (i) continuing, in close cooperation with the Lebanese Armed Forces, regular operational activities; (ii) monitoring the cessation of hostilities; (iii) supporting the deployment of the Lebanese Armed Forces throughout southern Lebanon, ensuring respect for the Blue Line; and (iv) assisting the Government of Lebanon in securing its borders. Resource utilization was mainly affected by reduced requirements for military contingents, owing to delays in the planned deployment of contingent units, the early repatriation of two contingent units and the lower average deployment of military contingent personnel. The lower requirements were partly offset by: (a) Additional requirements for civilian personnel, resulting from the higher average deployment of international staff than planned and the revision of national salary scales effective 1 September 2010; and (b) Higher actual costs of diesel and aviation fuel than estimated in the budget.
UNISFA	91.8 per cent of the approved budget was used for establishing security and governance in the Abyei area as Sudanese and South Sudanese armed forces withdrew from the area. Resource utilization was mainly affected by: (a) Reduced requirements for freight, deployment of and reimbursement for contingent-owned equipment, which was subject to ongoing consultations at the end of the reporting period; (b) Delays in constructing 11 planned camps owing to logistical challenges and a shortage of manpower; (c) Delays in deploying international staff, primarily because of difficulties in obtaining visas. The underexpenditures were partly offset by: (a) A faster than planned deployment of the military contingents;

Peacekeeping component	*Main factors affecting budget performance*
	(b) The need to purchase additional anti-mine vehicles and mine rollers owing to the presence of more landmines than anticipated; (c) An increase in the fees under the fuel system contract.
UNMIK	96.5 per cent of the approved budget was utilized for (i) advancing regional stability in the western Balkans and ensuring conditions for a peaceful and normal life for all inhabitants of Kosovo; (ii) facilitating the resolution of issues related to the reconciliation of Kosovo's communities; (iii) promoting dialogue between Belgrade and Pristina; and (iv) support to the rule of law. Resource utilization was mainly affected by lower requirements for international staff owing to a reclassification of Field Service posts, an actual average vacancy rate that was higher than the budgeted rate, and the decision by the International Civil Service Commission, approved by the General Assembly in its resolution 66/235, to reduce the staff assessment rates by 15 per cent effective 1 January 2012.
UNMIL	99.5 per cent of the approved budget was used for (i) supporting the National Elections Commission with respect to the preparation and conduct of the constitutional referendum and presidential and legislative elections, including the run-off, and inauguration of the president; (ii) continued support to the Government of Liberia with respect to institutionalizing security sector reform and further development of security institutions; (iii) continued efforts to strengthen national capacities within the rule of law sector. Resource utilization was mainly affected by: (a) Reduced requirements under air transportation owing to the replacement of the Mission's high-capacity cargo aircraft with an aircraft of lower capacity and the termination of the contract of one commercial helicopter; (b) Reduced requirements for telecommunications owing to the delayed implementation of the Internet service contract and lower actual contractual costs, as well as reduced self-sustainment requirements as the high-frequency communications equipment deployed was not utilized as the primary means of communication. The underexpenditures were partly offset by: (a) Increased cost of rotation travel of military contingents and formed police personnel owing to a greater use of commercial charter flights rather than the planned utilization of United Nations air assets; (b) Lower actual average vacancy rates than those budgeted with respect to international and national staff as well as higher than budgeted grade levels which stemmed from the classification of national posts; (c) Higher prices of diesel and aviation fuel.

Peacekeeping component	*Main factors affecting budget performance*
UNMIS	97.4 per cent of the approved budget was used for the drawdown and closure of the mission and the completion of its administrative liquidation. Resource utilization was mainly affected by: (a) Lower than budgeted freight costs, as the majority of assets were transferred to other United Nations missions rather than to UNLB as planned, with the expenses covered in part by the receiving missions; (b) Lower than anticipated costs of dismantling and restoring the facilities, as well as a lower than budgeted price of generator fuel and accelerated handover of facilities. The underexpenditures were partly offset by: (a) Higher than budgeted requirements for reimbursement of contingent-owned major equipment, owing to the fact that units did not repatriate as originally assumed.
UNMISS	99.1 per cent of the approved budget was used for (i) peace consolidation and extension of State authority; (ii) conflict mitigation and protection of civilians; (iii) capacity-building; and (iv) human rights. Resource utilization was mainly affected by: (a) Lower requirements as the Mission acquired vehicles and other equipment as well as facilities and structures from closing missions; (b) Lower requirements for military personnel as the majority of contingent-owned equipment was already in place in South Sudan. The underexpenditures were partly offset by: (a) A higher than budgeted deployment rate of civilian staff; (b) Requirements for mine detection and mine-clearing services, which were not allocated under the standard funding model.
UNMIT	98.1 per cent of the approved budget was utilized for (i) advancing the security and stability of an independent Timor-Leste; (ii) supporting national authorities in the preparation and conduct of national presidential and parliamentary elections; (iii) supporting national strategies to promote gender equality and protect women and girls from gender-based violence; and (iv) assisting security institutions and supporting the National Police of Timor-Leste. Resource utilization was mainly affected by: (a) A higher than budgeted vacancy rate for United Nations police personnel; (b) The absence of costs for de-positioning, positioning and painting helicopters as the contracts were awarded to existing carriers; (c) Lower requirements for communications and information technology.

Peacekeeping component	*Main factors affecting budget performance*
	The underexpenditures were partly offset by: (a) A higher actual incumbency rate and an increased post adjustment multiplier for international staff, as well as increased requirements for national staff owing to a revised salary scale and a post classification exercise; (b) Requirements for 68 additional United Nations Volunteers to support the national elections.
UNOCI	96.8 per cent of the approved budget was used for the re-establishment of peace, security and long-term stability in Côte d'Ivoire. Resource utilization was mainly affected by: (a) A delay in developing a new national disarmament, demobilization and reintegration programme in accordance with Security Council resolution 2000 (2011); (b) A higher than budgeted vacancy rate for United Nations police; (c) Reduced requirements with respect to the rental and operation of the aircraft fleet owing to the sharing of one aircraft with UNMIL, the replacement of one fixed-wing aircraft with a smaller one and the reduction of one helicopter. The underexpenditures were partly offset by: (a) The acquisition of additional tents for 10,000 personnel of the Forces républicaines de Côte d'Ivoire and of prefabricated structures for security sector reform initiatives and particularly the rehabilitation of related national infrastructures; higher than anticipated procurement of generators and supplies for the construction of demobilization camps; and security and safety equipment for security sector reform and disarmament, demobilization and reintegration initiatives; (b) Higher than anticipated requirements for international staff owing to the evacuation during the unrest.
UNSOA	98.9 per cent of the approved budget was used for logistical support to AMISOM. Resource utilization was mainly affected by: (a) The change in the concept of operations of AMISOM following the withdrawal of Al Shabaab from Mogadishu, resulting in reduced requirements for construction services, petrol, oil and lubricants and alteration and renovation services; (b) Longer tours of duty for AMISOM troops resulting in reduced requirements for travel for the rotation of military contingents.

Peacekeeping component	*Main factors affecting budget performance*
	The underexpenditures were partly offset by: (a) Increased requirements related to rations and reimbursement of contingent-owned equipment following the adoption of Security Council resolution 2036 (2012), which increased the authorized troop strength and included in the logistical support package the reimbursement of contingent-owned equipment; (b) Higher acquisition of vehicles and communication equipment as Security Council resolution 2036 (2012) expanded the scope of AMISOM to include new sectors of operation.
UNSMIS	70.0 per cent of the commitment authority was utilized for (i) monitoring the cessation of armed violence by all parties; and (ii) supporting the full implementation of the Joint Special Envoy's six-point proposal. Resource utilization was mainly affected by: (a) Lower actual numbers of military observers than budgeted; (b) Higher than anticipated numbers of civilian staff on temporary duty assignments owing to the timelines inherent in recruitment procedures, the impact of the short mandate period on the recruitment of potential staff and some lags in issuance of visas; (c) Lower actual requirements for vehicles and communications and information technology equipment than budgeted, partly offset by increased requirements for official travel of civilian staff on temporary duty assignments and related freight costs for equipment.
UNLB	93.8 per cent of the approved budget was used for (i) the consolidation and streamlining of existing UNLB support capabilities and functions in the context of its reprofiling as a global service centre; (ii) the establishment of the United Nations Support Base at Valencia, Spain, including its full commissioning; and (iii) the construction programme at the UNLB campus. Resource utilization was mainly affected by: (a) The postponement of the dynamic uninterruptible power supply project caused by a lengthy procurement process; (b) Lower than budgeted common staff costs for national staff. The lower requirements were partly offset by additional resource requirements for international staff owing to the payment of installation grant to newly recruited staff.
Support account	100 per cent of the approved budget was utilized for backstopping and supporting peacekeeping operations, establishing three new missions (UNMISS, UNISFA and UNSMIS) and liquidating one mission (UNMIS).

Peacekeeping component	*Main factors affecting budget performance*
	Resource utilization was mainly affected by higher than budgeted requirements for civilian personnel owing to higher common staff costs and lower vacancy rates in the Departments of Peacekeeping Operations, Field Support and Management. In order to absorb the additional post requirements, a number of purchase orders had to be deobligated, with the expenditure to be recorded in the 2012/13 financial period.

185. Information on planned and actual vacancy rates for each operation for the performance period is shown in table 5.

Table 5
Planned and actual vacancy rates for the period 2011/12

Peacekeeping component	*Category of staff*	*Number of posts*		*Vacancy rate (percentage)*	
		Authorized	*Actual average*	*Planned*	*Actual*
MINURSO	International	102	99	3.0	2.9
	National	170	162	5.0	4.7
	United Nations Volunteers	20	18	2.0	10.0
	Temporary national	2	2	–	–
MINUSTAH	International	475	417	10.0	12.2
	National	1 287	1 154	8.0	10.3
	United Nations Volunteers	277	226	10.0	18.4
	Temporary international	193	147	30.0	23.8
	Temporary national	245	201	10.0	18.0
MONUSCO	International	1 074	915	12.0	14.8
	National	2 968	2 811	8.8	5.3
	United Nations Volunteers	638	592	10.0	7.2
	Temporary international	52	44	25.0	15.4
	Temporary national	105	63	25.0	40.0
UNAMID	International	1 266	1 097	15.0	13.3
	National	3 366	2 905	20.0	13.7
	United Nations Volunteers	616	479	20.0	22.2
	Temporary international	22	16	10.0	27.3
	Temporary national	15	12	25.0	20.0
UNDOF	International	46	41	12.0	10.9
	National	110	103	7.0	6.4
UNFICYP	International	39	38	5.0	2.6
	National	113	110	2.0	2.7
UNIFIL	International	371	349	11.0	5.9

Peacekeeping component	Category of staff	Number of posts		Vacancy rate (percentage)	
		Authorized	Actual average	Planned	Actual
	National	727	661	9.0	9.1
	Temporary international	3	3	–	–
UNISFA	International	97	38	20	60.8
	National	60	16	15	73.3
	United Nations Volunteers	20	–	20	100
UNMIK	International	165	147	12.0	10.9
	National	218	216	1.4	0.9
	United Nations Volunteers	28	25	8.0	10.7
	Temporary national	1	1	–	–
UNMIL	International	515	475	15	7.8
	National	257	240	7.8	6.4
	United Nations Volunteers	257	240	7.8	6.6
	Temporary international	6	3	3.3	50.0
	Temporary national	1	1	–	–
UNMIS	International	235	210	–	10.7
	National	798	767	–	3.8
	United Nations Volunteers	62	48	–	21.9
	Temporary international	6	4	–	32.4
UNMISS[a]	International	955	735	–	23.0
	National	1 586	1 122	–	29.3
	United Nations Volunteers	506	276	–	45.5
	Temporary international	83	44	–	47.0
	Temporary national	420	310	–	26.2
UNMIT	International	421	380	15.0	9.7
	National	1 011	876	11.0	13.3
	United Nations Volunteers	279	237	20.0	15.1
	Temporary international	7	4	15.0	42.9
	Temporary national	10	3	11.0	70.0
UNOCI	International	444	377	14.9	15.1
	National	808	747	8.3	7.5
	United Nations Volunteers	353	261	12.9	26.1
	Temporary international	40	22	6.5	45.0
	Temporary national	29	9	–	69.0
UNSOA	International	168	144	20.0	14.3
	National	125	107	28.3	14.4
	Temporary international	2	1	15.0	50.0
UNSMIS	Temporary international	109	5	10.0	82.8
	Temporary national	112	22	10.0	32.5
UNLB	International	118	93	12.0	21.2

		Number of posts		*Vacancy rate (percentage)*	
Peacekeeping component	*Category of staff*	*Authorized*	*Actual average*	*Planned*	*Actual*
	National	270	258	6.0	4.4
	Temporary national	13	10	9.0	23.1
Support account	International	1 270	1 129	14.7	11.1
	National	24	23	15.0	2.4
	United Nations Volunteers	1	–	15.0	100.0
	Temporary international	163	135	7.0	17.2
Total[b]	International	6 806	5 949	13.6	12.6
	National	12 312	11 156	11.1	9.4
	United Nations Volunteers	2 551	2 126	13.4	16.7
	Temporary international	603	384	16.5	36.3
	Temporary national	533	324	12.8	39.2
Subtotal[b]		**22 805**	**19 939**	**12.3**	**12.6**
UNMISS total		**3 550**	**2 487**	**–**	**29.9**
Grand total		**26 355**	**22 426**		

[a] The standardized funding model, which was used for the 2011/12 proposed budget of UNMISS, does not specify vacancy rates.

[b] Excludes UNMISS owing to the application of the standardized funding model.

B. Management initiatives

186. Information on management initiatives for the financial period 2011/12 is presented in tables 6 and 7.

Table 6

Status of implementation of the management initiatives planned for 2011/12

Peacekeeping component	*Initiatives and efficiency gains to be implemented in 2011/12 (see A/65/715)*	*Status of implementation*
MONUSCO	Consolidation of all Mission offices in Kinshasa to improve communication within the different entities of the Mission, reduce costs, improve efficiencies and effectiveness while reducing the Mission's visibility in the capital city	Not implemented. The integrated mission headquarters project was suspended pending an in-depth review by an independent consultant.
UNAMID	Introduction of a retail fuel application system to trace and monitor fuel consumption	Implemented. A web-based electronic retail fuel management system (eFuel) was implemented at all fuel distribution points.

Peacekeeping component	*Initiatives and efficiency gains to be implemented in 2011/12 (see A/65/715)*	*Status of implementation*
	Implementation of electronic movement request systems to improve cargo and passenger handling and processing procedures	Implemented. Electronic movement request systems were implemented for United Nations personnel and cargo. For non-United Nations personnel, software was being developed by UNLB.
UNDOF	Establishment of a committee to promote awareness and policy to increase use of more environmentally friendly practices to save energy	Implemented. The Committee was established in July 2010, and the efficiency gains in 2011/12 pertain to the connection of a further six links to the national power grid, thereby reducing dependency on generators as a primary source for power generation, with corresponding reduction in fuel consumption.
	Continued participation in the regional information and communications technology initiative facilitating standardization of technology platform	Implemented.
UNFICYP	Implementation of a conservation pilot project through the application of energy efficient technologies, education and monitoring of consumption patterns	Not implemented as the main power supply plant was destroyed in July 2011.
UNIFIL	Implementation of environmental initiatives, including shifting energy dependence to renewable resources	Implemented. UNIFIL continued to implement an arrangement with a vendor to collect recyclable materials from the wider area of operations and recycle them at the vendor's cost. This included the transportation of recyclable material, in cooperation with international and local governmental and non-governmental organizations, as a means of assistance to local municipalities. The environment and greening committee in UNIFIL continued to recommend actions, with a particular emphasis on areas where tangible returns could be achieved with lower resources. In particular, the mission constructed sludge plants and solar panels, collected and transported recyclable materials and maintained 11 water purification plants at eight locations.

Peacekeeping component	*Initiatives and efficiency gains to be implemented in 2011/12 (see A/65/715)*	*Status of implementation*
	Continued participation in the regional information and communications technology initiative facilitating the standardization of technology platforms	Implemented. UNIFIL continued to act as the regional coordination hub for communications and information technology services, conduct and discipline, HIV/AIDS and oversight activities for UNIFIL, UNDOF, UNTSO, UNFICYP and UNLB. The regional coordination plans were further developed and implemented, taking into account the specific mandates of each operation. Coordination and collaboration among peacekeeping operations in the Middle East region were enhanced with a view to achieving greater synergy in the use of the resources. In this context the regional missions collectively implemented a common information management platform, established a centralized repository for information storage and retrieval, adopted a common service desk application and established service desk operations, followed a common Internet protocol telephony approach and continued to improve on the regional approach to centralizing spare parts acquisition.
UNMIT	Reduction in generator fuel consumption through implementation of the energy-saving policy of all air conditioners set at 24 degrees centigrade and ensuring that workstations and office lights are turned off after working hours	Implemented.
	Application of environmental best practices of double-sided photocopying and recycling of used paper resulting in savings of copier and printing paper	Implemented.
	Reduction in vehicle idle time by implementing a policy to reduce the number of hours of running vehicles when not in use, resulting in significant fuel savings	Implemented.

Peacekeeping component	*Initiatives and efficiency gains to be implemented in 2011/12 (see A/65/715)*	*Status of implementation*
	Reduction in helicopter flight hours by scheduling helicopter flights at full capacity and restricting flights with few passengers	Implemented.
	Certification of helicopter landing sites as required instead of flying to sites once every 3 months to uphold certification	Implemented.
	Issuance of laptops with docking stations to staff requiring both desktop and laptop, reducing the overall number of desktops by 100 units	Partially implemented. 29 laptop docking stations were issued.
	Clearing goods at the port instead of using freight forwarding services	Implemented.
UNOCI	Introduction of solar-powered deep well water pumps at five locations (Odienne, Korhogo, Ferkessedougou, Bouna and Bouake) to reduce electrical power consumption (expected to be completed in December 2011)	Not implemented. The equipment did not arrive until the end of the financial period.
	Installation of environmentally friendly wastewater treatment systems in two additional camps at Daloa and Korhogo in order to reduce the environmental impact of effluent from the camps (expected to be completed in February 2012)	Implemented.
	Replacement of all old air conditioners with new air conditioners that use environmentally friendly refrigerants	Implemented.
	Switch to electronic records system to save time, money and office space and improve security of records	Not implemented. The electronic archiving solution has just been proposed by the information technology service and will be implemented in 2013/14 for managing records.

Table 7
Additional management initiatives in 2011/12

Peacekeeping component	*Additional management initiatives*
MINURSO	Construction of a new workshop for the repair of heavy vehicles and equipment
	Digging of wells east of the berm connecting the main headquarters to the national power grid to reduce the use of generators
	Replacement of service routers in each team site and the Tindouf liaison office to increase computing capacity and speed for voice and data
UNAMID	Reconfiguration of the aircraft fleet and reliance on regional arrangements
	Planting of seedlings, installation of solar heaters and greater reliance on solar energy for information and communications infrastructure
	Delivery of rations primarily through the use of ground transportation and reduction from 18 to 6 delivery locations
	Implementation of train-the-trainer programmes, delivery of training through in-house expertise, enhancement of e-learning opportunities and participation in courses under the "no-cost official travel" scheme
UNIFIL	Cancellation of construction of the fuel station and relocation of the strategic reserve stocks to the new location at the Green Hill Camp
	Relocation of UNIFIL House in Beirut to a more secure location, as recommended by the security assessment of the North Litani river area
UNMIK	Renegotiation of communications service contracts
	Strict implementation of recovery of the liberty mileage usage
	In-house production of public information materials
	Limited use of external training
	Reduction in the number of photocopiers in use
Support account	Implementation of a new contract for the multifunctional printers, under which the cost for rental is lower per unit

V. Proposed resources for the period from 1 July 2013 to 30 June 2014

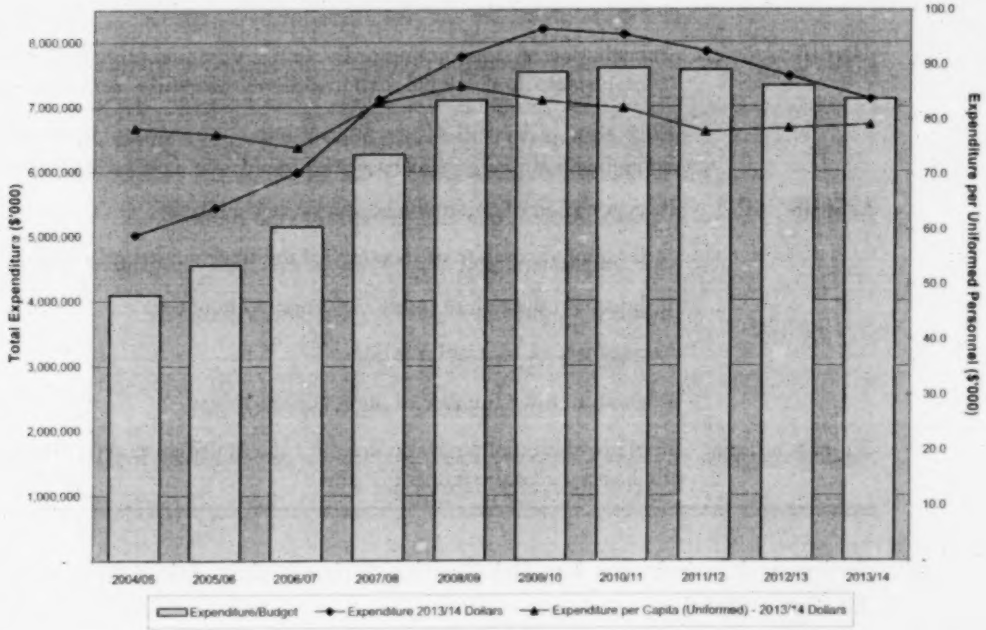
187. The budget estimates for 2013/14 are based on the continued efforts of recent years by the Departments of Peacekeeping Operations and Field Support to improve the efficiency and enhance the affordability of United Nations peacekeeping operations. These efforts entail real change in the way the Departments do business as they pursue a wider cultural transformation through the implementation of the global field support strategy.

188. The total resource requirements for peacekeeping operations for the financial period from 1 July 2013 to 30 June 2014, inclusive of UNLB and the support account, are currently estimated at $7.2 billion.

189. This amount represents the costs of supporting the 99,176 uniformed personnel who would be deployed on average across the year, excluding more than 17,000 military personnel deployed by the African Union in its operation in Somalia, and 22,652 civilian staff, as well as the operational costs of a support framework that includes 204 aircraft and more than 8,200 passenger vehicles.

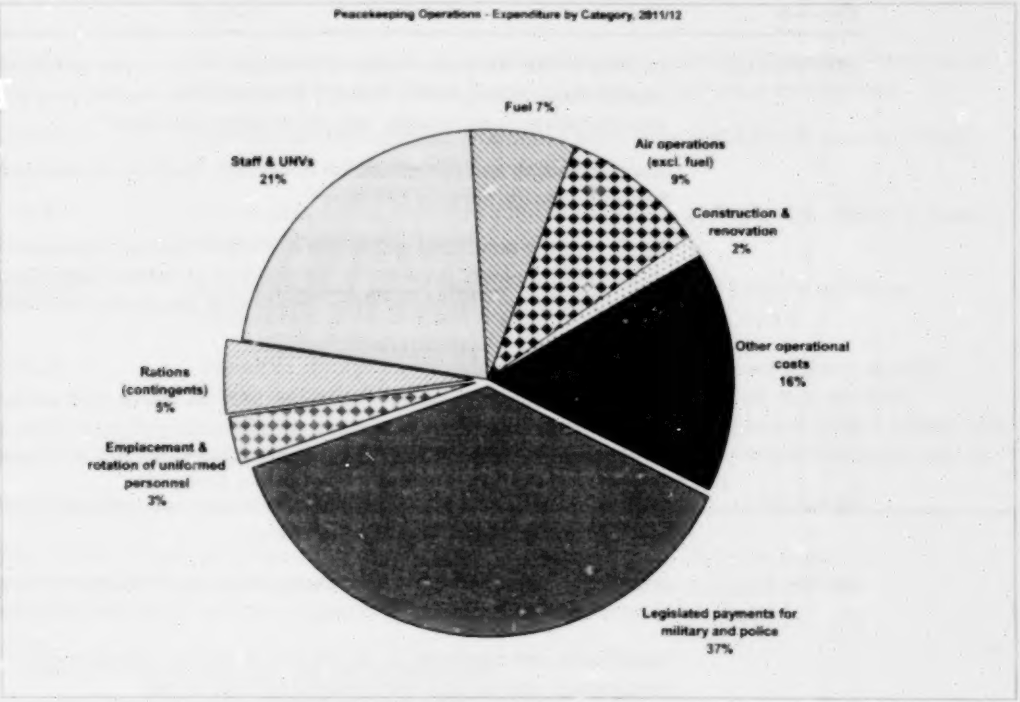
190. Although the number of peacekeeping operations has not changed materially for some time, the complexity of their mandates and the volatility of their operating environments have caused resource requirements to grow substantially over the last decade. Nevertheless, when measured on the basis of the average cost per deployed uniformed person and adjusted for inflation, the cost of peacekeeping operations has steadily declined since the peak in average cost per peacekeeper in 2008/09. As the following chart illustrates, with the introduction of measures by the Departments of Peacekeeping Operations and Field Support to improve the cost-effectiveness of the United Nations field operations, the average cost expected in 2013/14 of $79,000 per peacekeeper is 8 per cent lower, when adjusted for inflation, than in 2008/09.

Peacekeeping Operations - Cost to Member States, 2004/05 to 2013/14



191. The cost structures inherent in peacekeeping also present a number of implications for the Organization's oversight of available resources. As shown in the following chart, 37 per cent of expenditures across all peacekeeping operations are for legislated payments for the military and police capabilities contributed by Member States. A further 8 per cent is required for rations and rotation movements

for uniformed personnel, and 21 per cent for salaries and entitlements of civilian personnel. Operational support costs represent one third of all spending.



192. In addition, over half of all peacekeeping costs in recent years are accounted for by only three operations, UNAMID, MONUSCO and UNMISS (or previously UNMIS).

193. The global outlook suggests that deployment levels for 2013/14 may decline by approximately 6 per cent for contingent troops and 12 per cent for police (4 per cent when the effect of the closure of UNMIT is excluded) compared to deployment levels funded for the previous period. While 2013/14 could prove to be a volatile year in terms of peacekeeping resource requirements, decisions by the Security Council provide a clear framework in which to consider those requirements. The 2013/14 budget estimates reflect efforts to ensure that resourcing requirements, especially with regard to mission support structures, are in line with changing mandates and operational conditions as well as desired improvements to the quality of service delivery. This is particularly the case for UNMIL, UNMIK, UNAMID and UNIFIL.[23]

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[23] This provision responds to paragraph 13 of General Assembly resolution 66/264.

Table 8
Examples of initiatives to be implemented in 2013/14

Component	*Initiatives*
MINUSTAH	Review of the Mission's business processes with a view to introducing a supply-chain management strategy to enhance its current procurement, transportation, warehousing and distribution processes
	Reorganization and centralization of certain functions to establish a flexible and scalable mission support structure
	Review of the continued utilization of United Nations Volunteers with a view to retaining Volunteers involved in the conduct of capacity development activities and reducing the number of those involved in day-to-day activities
	Introduction of a nationalization strategy
	Implementation of environmentally friendly measures such as the replacement of air conditioning units to comply with non-chlorofluorocarbon regulations and the installation of additional stand-alone solar lights and solar panels
MONUSCO	Implementation of a pilot unmanned aerial system, outsourcing of camp services and increased use of solar energy
UNAMID	Installation and operation of advanced electronic fuel management systems for monitoring and control of fuel usage at all fuel receiving and dispensing points
	Installation and operation of an electronic rations management tool for the monitoring, control and management of food rations
UNDOF	Reduction in the use of satellite transponders and increased use of terrestrial leased lines, resulting in lower costs in commercial communication services
	Stringent management of vehicle utilization, resulting in decreased fuel consumption
UNFICYP	Decommissioning of all satellite earth stations and their replacement by more cost-effective terrestrial leased lines, resulting in lower costs in commercial communication services
	Continuation of the use of commercial flights for the rotation of contingent personnel, resulting in lower travel costs
UNIFIL	An additional connection from Beirut through UNFICYP to the United Nations Support Base in Valencia, Spain to enhance redundancy on the information and communications technology network
	Creation of the stable foundation necessary to support Umoja and improve responsiveness and resilience, and development and deployment of ancillary enablers
	Enhancement of the internal UNIFIL network and its gateways allowing for greater bandwidth throughput and quality of service

Component	*Initiatives*
	Streamlining of business processes in asset management, procurement and finance
UNMIK	Winterization works in the main headquarters building, replacing 380 exterior office windows with better insulating windows to reduce heating cost
UNMIL	Cost-sharing arrangement on a 50-50 basis with UNOCI with respect to three armed helicopters
UNOCI	Cost-sharing arrangement on a 50-50 basis with UNMIL with respect to three armed helicopters
UNSOA	Establishment of a joint regular flight schedule with UNPOS to reduce requirements of on-demand flight services and related costs
UNLB	Leasing of storage equipment to replace obsolete non-expendable storage devices instead of buying them, to transform the cyclical high level of expenditure associated with equipment replacement into predictable annual cost of operations, establish an ongoing and predictable cost baseline in the area of data storage and align with current industry practices

194. Tables 9 and 10 present the proposed requirements for the 2013/14 financial period by peacekeeping component and class of expenditure, respectively.

Table 9

Proposed requirements for the 2013/14 period

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Peacekeeping component	*Expenditure (2011/12)*	*Apportionment (2012/13)*	*Proposed budget (2013/14)*	*Variance*	
				Amount	*Percentage*
MINURSO	59 999.5	58 253.0	58 391.9	138.9	0.2
MINUSTAH	739 768.6	648 394.0	572 270.8	(76 123.2)	(11.7)
MONUSCO	1 378 948.0	1 343 593.0	1 449 883.6	106 290.6	7.9
UNAMID	1 615 840.1	1 448 574.0	1 354 815.1	(93 758.9)	(6.5)
UNDOF	48 243.3	45 992.0	47 443.8	1 451.8	3.2
UNFICYP	56 323.0	54 576.0	54 706.5	130.5	0.2
UNIFIL	545 303.2	524 010.0	484 558.8	(39 451.2)	(7.5)
UNISFA	161 131.2	257 932.0	305 351.2	47 419.2	18.4
UNMIK	46 587.9	46 963.0	44 953.1	(2 009.9)	(4.3)
UNMIL	522 917.2	496 405.0	478 224.0	(18 181.0)	(3.7)
UNMIS[a]	133 989.3	–	–	–	–
UNMISS	721 090.7	839 490.0	936 486.1	96 996.1	11.6
UNMIT	192 320.2	155 429.0	–	(155 429.0)	(100.0)
UNOCI	625 111.4	575 017.0	579 654.4	4 637.4	0.8

Peacekeeping component	*Expenditure (2011/12)*	*Apportionment (2012/13)*	*Proposed budget (2013/14)*	*Variance*	
				Amount	*Percentage*
UNSOA	287 757.4	436 905.0	448 439.2	11 534.2	2.6
UNSMIS[a]	17 588.8	5 936.9	–	(5 936.9)	(100.0)
Subtotal, missions	**7 152 919.8**	**6 937 469.9**	**6 815 178.5**	**(122 291.4)**	**(1.8)**
United Nations Logistics Base	64 253.2	68 627.0	68 886.0	259.0	0.4
Support account[c]	344 786.4	317 993.0	327 965.3	9 972.3	3.1
Subtotal, resources	**7 561 959.4**	**7 324 089.9**	**7 212 029.8**	**(112 060.1)**	**(1.5)**
Voluntary contributions in kind (budgeted)	6 736.1	8 575.6	6 373.1	(2 202.5)	(25.7)
Total resources	**7 568 695.5**	**7 332 665.5**	**7 218 402.9**	**(114 262.6)**	**(1.6)**

[a] The mandate of UNMIS was not extended beyond 9 July 2011, the mandate of UNSMIS was not extended beyond 19 August 2012 and the mandate of UNMIT was not extended beyond 31 December 2012.

[b] Commitment authority based on the concurrence of the Advisory Committee on Administrative and Budgetary Questions.

[c] Inclusive of requirements for enterprise resource planning in the amounts of $47,185,200 for 2011/12, $37,337,600 for 2012/13 and $18,668,800 for 2013/14.

Table 10

Proposed requirements for the 2013/14 period by class of expenditures

(Thousands of United States dollars. Budget year is from 1 July 2011 to 30 June 2012.)

Category	*Apportionment (2012/13)*	*Cost estimates (2013/14)*	*Variance*	
			Amount	*Percentage*
	(1)	*(2)*	*(3)=(2)-(1)*	*(4)=(3)÷(1)*
Military and police personnel				
Military observers	99 211.6	103 603.7	4 392.1	4.4
Military contingents	2 214 029.1	2 078 749.6	(135 279.5)	(6.1)
United Nations police	356 211.2	290 277.4	(65 933.8)	(18.5)
Formed police units	197 835.6	186 390.1	(11 445.5)	(5.8)
Subtotal	**2 867 287.5**	**2 659 020.8**	**(208 266.7)**	**(7.3)**
Civilian personnel				
International staff	1 244 494.5	1 262 384.4	17 889.9	1.4
National staff	361 724.3	346 592.5	(15 131.8)	(4.2)
United Nations Volunteers	111 101.1	101 671.4	(9 429.7)	(8.5)
General temporary assistance	60 467.6	43 639.7	(16 827.9)	(27.8)
Subtotal	**1 777 787.5**	**1 754 288.0**	**(23 499.5)**	**(1.3)**
Operational costs				
Government-provided personnel	17 541.9	16 180.2	(1 361.7)	(7.8)
Civilian electoral observers	–	–	–	–

Category	Apportionment (2012/13)	Cost estimates (2013/14)	Variance	
			Amount	Percentage
	(1)	(2)	(3)=(2)-(1)	(4)=(3)÷(1)
Consultants	12 168.8	13 485.8	1 317.0	10.8
Official travel	52 537.8	50 656.1	(1 881.7)	(3.6)
Facilities and infrastructure	774 411.6	822 918.6	48 507.0	6.3
Ground transportation	154 190.0	164 717.0	10 527.0	6.8
Air transportation	838 457.1	911 077.4	72 620.3	8.7
Naval transportation	39 313.7	54 145.6	14 831.9	37.7
Communications	225 169.4	217 355.4	(7 814.0)	(3.5)
Information technology	125 769.3	117 606.8	(8 162.5)	(6.5)
Medical	97 096.0	92 798.4	(4 297.6)	(4.4)
Special equipment	30 705.7	27 773.7	(2 932.0)	(9.5)
Other supplies, services and equipment	296 903.6	294 831.0	(2 072.6)	(0.7)
Quick-impact projects	14 750.0	15 175.0	425.0	2.9
Subtotal	**2 679 014.9**	**2 798 721.0**	**119 706.1**	**4.5**
Total	**7 324 089.9**	**7 212 029.8**	**(112 060.1)**	**(1.5)**
Voluntary contributions in kind (budgeted)	8 575.6	6 373.1	(2 202.5)	(25.7)
Total requirements	**7 332 665.5**	**7 218 402.9**	**(114 262.6)**	**(1.6)**

195. The reduction in requirements of $208.3 million under military and police personnel is mainly attributable to (a) a reduction of the military and police components of UNMIL, MINUSTAH and UNAMID pursuant to Security Council resolutions 2066 (2012), 2070 (2012) and 2063 (2012), the closure of UNMIT and a lower deployment of contingent personnel in UNIFIL following a military capability study analysis; and (b) the fact that no provision is made for a supplemental payment to troop- and formed police-contributing countries. The lower requirements are partly offset by the deployment of additional contigent personnel for the intervention brigade in MONUSCO, pursuant to Security Council resolution 2098 (2013).

196. The lower requirements of $23.5 million under civilian personnel are mainly due to the closure of UNMIT and a reduced staffing establishment in UNAMID, offset by higher requirements principally in UNMISS and the support account for peacekeeping operations owing to the application of lower budgeted vacancy rates and in UNISFA to support the mission's expanded and accelerated construction schedule and the Joint Border Verification and Monitoring Mechanism.

197. The higher requirements of $119.7 million under operational costs are mainly attributable to (a) the deployment of additional aircraft in MONUSCO to support the mandated activities of the intervention brigade and the pilot implementation of unmanned aerial systems in MONUSCO and UNOCI; (b) the expansion and acceleration of the construction plan of UNISFA; (c) the acquisition of replacement vehicles and heavy equipment and the lease of fast boats and river crossing capability in UNMISS; (d) higher requirements for UNSOA to support AMISOM; (e) the increase in standard reimbursements to troop-contributing Governments for

self-sustainment based on the full deployment of additional contingent personnel for the intervention brigade in MONUSCO; and (f) higher prices of fuel and for the rental of aircraft in several missions. The higher requirements are partly offset by the closure of UNMIT, scaling back of the post-earthquake surge activities of MINUSTAH and a reduction in the support account share of Umoja.

198. Table 11 provides the main factors affecting the changes in resource requirements for the 2013/14 period, compared with the 2012/13 period.

Table 11
Main factors for variance in resource requirements

Peacekeeping component	*Main factors for variance*
MINURSO	Increase of $0.1 million (0.2 per cent) resulting from: (a) Higher requirements for travel on emplacement, rotation and repatriation resulting from increased ticket costs; (b) The acquisition of one crane and one tractor truck and increased provisions for communications and demining services. The increased requirements are partly offset by: (a) A higher budgeted vacancy factor for international staff and lower projected costs for national staff owing to currency exchange rate fluctuations; (b) The reduction of fixed-wing aircraft.
MINUSTAH	Decrease of $76.1 million (11.7 per cent) resulting from: (a) A reduction in the authorized military and police strength pursuant to Security Council resolution 2070 (2012); (b) The mission's reduction of its post-earthquake surge activities and the restructuring of its civilian component; (c) A reduction in the number of fixed and rotary-wing aircraft.
MONUSCO	Increase of $106.3 million (7.9 per cent) resulting from: (a) The deployment of additional military contingent personnel for the intervention brigade; (b) The deployment of seven additional aircraft; (c) The pilot implementation of an unmanned aerial system; (d) The need for construction services for the Regional Service Centre at Entebbe. The higher requirements are partly offset by the fact that no provision is made for supplemental payments to troop-contributing countries.

Peacekeeping component	*Main factors for variance*
UNAMID	Decrease of $93.8 million (6.5 per cent) resulting from: (a) Reduced requirements for military and police personnel owing to the decrease in the authorized strength, the fact that no provision is made for a supplemental payment to troop-contributing countries and the rotation of personnel using United Nations assets; (b) Reduced requirements for civilian personnel owing to a reduction in the staffing establishment and the lower exchange rate of the local currency against the United States dollar.
UNDOF	Increase of $1.5 million (3.2 per cent) resulting from: (a) Higher civilian personnel costs resulting from an increase in the national staff salary scale, additional danger pay approved for the UNDOF area of operations as from July 2012 and higher common staff costs; (b) The proposal to establish two additional temporary positions to strengthen the force's capacity to respond to the impact of the ongoing security situation on its operations. The higher requirements are partly offset by a reduction in vehicle acquisitions and related equipment owing to the extended utilization of the existing vehicle fleet.
UNFICYP	Increase of $0.1 million (0.2 per cent) resulting from: (a) Higher requirements for civilian personnel owing to the proposed establishment of two national posts and a lower budgeted vacancy factor applied to international staff costs on the basis of actual vacancy rates; (b) Higher requirements for rations based on the terms of a new contract from January 2013, for air operations owing to the updated letter-of-assist arrangements with another troop-contributing country, and for centralized data processing support services for various information technology systems. The higher requirements are partly offset by the fact that no provision is made for a supplemental payment to troop-contributing countries and a reduction in the number of rented vehicles, owing to the receipt of vehicles from UNMIT.
UNIFIL	Decrease of $39.5 million (7.5 per cent) resulting from: (a) The application of a higher delayed deployment factor to military contingent personnel following a military capability study analysis, and the fact that no provision is made for a supplemental payment to troop-contributing countries; (b) The proposed reduction of 44 civilian posts and temporary positions.

Peacekeeping component	*Main factors for variance*
UNISFA	Increase of $47.4 million (18.4 per cent) resulting from: (a) A higher anticipated deployment of military observers; (b) The expansion and acceleration of the Mission's construction plan; (c) The proposed addition of 28 staff, mainly to support the Mission's expanded and accelerated construction schedule and the Joint Border Verification and Monitoring Mechanism; (d) Higher fuel requirements owing to the higher cost of fuel and the increase in flight hours required as a result of the increase in the Mission's fleet. The higher requirements are partly offset by: (a) Reduced deployment of military contingents; (b) Reduced requirements for spare parts and the acquisition of communication and information technology equipment thanks to the acquisitions made in the previous year.
UNMIK	Decrease of $2.0 million (4.3 per cent) resulting from a proposed reduction of 27 posts and 1 temporary position, reduced travel costs, no acquisition of vehicles and lower costs for facilities and infrastructure. The overall reduction was partly offset by a provision for quick-impact projects and the increased cost of information technology services.
UNMIL	Decrease of $18.2 million (3.7 per cent) resulting from: (a) The drawdown of the military component of the mission pursuant to Security Council resolution 2066 (2012); (b) A proposed reduction in the civilian staffing establishment of the mission. The overall reduced requirements are offset in part by: (a) The deployment of three additional formed police units; (b) The high cost of maintaining the mission's aged facilities and equipment and the replacement of ground transportation vehicles; (c) The implementation of a mine detection and mine clearing programme in order to address critical gaps in Liberia's national security architecture so as to facilitate the successful transition from UNMIL to national authorities.
UNMISS	Increase of $97.0 million (11.6 per cent) resulting from: (a) Higher requirements for petrol, oil and lubricants owing to higher fuel prices and maintenance and generator mobilization at new county support bases; (b) The acquisition of replacement vehicles and heavy equipment;

Peacekeeping component	*Main factors for variance*
	(c) The lease of 12 fast boats and river crossing capability in order to enable civilian and uniformed personnel to access remote locations in the mission area; (d) The application of lower budgeted vacancy rates for international staff and higher salary scales.
UNOCI	Increase of $4.6 million (0.8 per cent) resulting from: (a) The pilot implementation of an unmanned aerial system; (b) Construction of the integrated logistics base in Yopougon; (c) Higher requirements for the rental and operation of aircraft; The higher requirements are partly offset by reduced requirements for military personnel, as no provision is made for a supplemental payment to troop-contributing countries; lower cost of travel on emplacement, rotation and repatriation; reduced requirements for the deployment of contingent-owned equipment as already deployed; and lower requirements for mine detection and mine-clearing services as the rehabilitation/reconstruction of national weapons and ammunition storage is expected to be completed by June 2013.
UNSOA	Increase of $11.5 million (2.6 per cent) resulting from: (a) The proposed addition of 26 staff; (b) Higher requirements for camp management services in Mogadishu to support AMISOM uniformed and civilian personnel; (c) Higher requirements for air operations, mainly to support the AMISOM air component in Somalia and to cover higher rental and operation costs for helicopters. The higher requirements are partly offset by lower requirements for the deployment of contingent-owned equipment, as all AMISOM contingent-owned equipment is expected to be deployed by 30 June 2013.
UNLB	Increase of $0.3 million (0.4 per cent) resulting mainly from the fact that all posts are budgeted as of 1 July 2013, as compared to a staggered deployment schedule for 13 new international staff posts in the 2012/13 budget, and from the application of a lower budgeted vacancy factor.
Support account	Increase of $10.0 million (3.1 per cent) resulting from: (a) The application of lower budgeted vacancy factors and higher common staff costs to reflect actual vacancy rates and expenditure for common staff costs; (b) The inclusion of requirements for the support of human rights components in peacekeeping operations.

Peacekeeping component	*Main factors for variance*
	The higher requirements are partly offset by: (a) The proposed net reduction of a total of 29 posts and temporary positions in the Departments of Peacekeeping Operations, Field Support and Management and the Office of Internal Oversight Services; (b) A reduction of the support account share of the enterprise resource planning system.

199. Table 12 provides information on the approved number of posts and temporary positions for the 2012/13 period and the proposed number of posts and temporary positions for the 2013/14 period.

Table 12
Proposed civilian staffing (including United Nations Volunteers)

Peacekeeping component	*Approved 2012/13*				*Proposed 2013/14*				*Variance*	
	Posts	*Temporary positions*	*UNV*	*Total*	*Posts*	*Temporary positions*	*UNV*	*Total*	*Number*	*Percentage*
MINURSO	274	2	16	292	275	1	16	292	–	–
MINUSTAH	1 762	138	225	2 125	1 738	1	195	1 934	(191)	(9.0)
MONUSCO	4 028	270	638	4 936	4 032	257	636	4 925	(11)	(0.2)
UNAMID	4 624	37	616	5 277	4 254	26	520	4 800	(477)	(9.0)
UNDOF	156	–	–	156	156	2	–	158	2	1.3
UNFICYP	150	–	–	150	150	–	–	150	–	–
UNIFIL	1 087	3	–	1 090	1 046	–	–	1 046	(44)	(4.0)
UNISFA	216	–	32	248	227	16	33	276	28	11.3
UNMIK	373	1	28	402	346	–	28	374	(28)	(7.0)
UNMIL	1 577	3	237	1 817	1 439	–	237	1 676	(141)	(7.8)
UNMISS	2 589	65	560	3 214	2 708	53	570	3 331	117	3.6
UNMIT	1 279	31	270	1 580	–	–	–	–	(1 580)	(100.0)
UNOCI	1 253	20	189	1 462	1 257	16	189	1 462	–	–
UNSOA	375	–	–	375	400	1	–	401	26	6.9
UNSMIS	112	116	–	228	–	–	–	–	(228)	(100.0)
UNLB	417	6	–	423	418	6	–	424	1	0.2
Support account	1 293	135	1	1 429	1 328	75	–	1 403	(26)	(1.8)
Total	**21 565**	**827**	**2 812**	**25 204**	**19 774**	**454**	**2 424**	**22 652**	**(2 552)**	**(10.1)**

200. Table 13 highlights the main factors for variances in civilian staffing requirements for 2013/14 compared to 2012/13.

Table 13
Main factors for variances in civilian staffing requirements

Peacekeeping component	*Number of posts (variance)*	*Number of temporary positions (variance)*	*Number of United Nations Volunteers (variance)*	*Main factors for variance*
MINURSO	1	(1)	–	Establishment of 1 post of Chief of Joint Mission Analysis Centre (P-5); abolishment of Administrative Assistant (Field Service) post and conversion of 1 temporary position in conduct and discipline unit to post
MINUSTAH	(24)	(137)	(30)	Restructuring of the mission's civilian component in line with the gradual rationalization in the scope of its activities
MONUSCO	4	(13)	(2)	Ongoing review of the structure of the mission, including the proposed conversion of 12 temporary positions to posts and 4 new temporary finance positions for the implementation of IPSAS
UNAMID	(370)	(11)	(96)	Synergies between the mission and the Regional Service Centre in Entebbe and conversion of temporary positions in conduct and discipline unit into posts
UNDOF	–	2	–	Establishment of two temporary positions to strengthen the capacity of the Force in response to the impact of the ongoing security situation in the Syrian Arab Republic on its operations
UNFICYP	–	–	–	No variance
UNIFIL	(41)	(3)	–	Streamlining and consolidation of a number of functions in the support component to facilitate financial and management advisory services inclusive of the implementation of IPSAS and the Umoja pilot
UNISFA	11	16	1	Expansion and acceleration of the 2013/14 construction plan and provision of further support to the Joint Border Verification and Monitoring Mechanism
UNMIK	(27)	(1)	–	Comprehensive reconfiguration of security and mission support sections in an effort to run a cost-effective operation, with an emphasis on capacity-building of national staff
UNMIL	(138)	(3)	–	Reconfiguration of the organizational and administrative structure of the Mission
UNMISS	119	(12)	10	Establishment of 117 national posts of Language Assistant throughout the mission area to enable the mission to carry out key aspects of its mandated tasks, conversion of 8 temporary positions to posts and reclassification of 4 temporary positions as international United Nations Volunteer positions
UNOCI	4	(4)	–	No net change, however 5 international posts are proposed to be nationalized

Peacekeeping component	*Number of posts (variance)*	*Number of temporary positions (variance)*	*Number of United Nations Volunteers (variance)*	*Main factors for variance*
UNSOA	25	1	–	Establishment of 20 posts resulting from the transfer of functions from UNPOS in order to bring a number of support functions under a single command, 8 posts for the close protection of the Special Representative of the Secretary-General of UNPOS and 1 temporary position for Umoja and IPSAS implementation; abolishment of 3 posts as a result of a restructuring within UNSOA and the services provided by the Regional Service Centre
UNLB	1	–	–	One proposed post of Environmental Officer
Support account	35	(60)	(1)	Net reduction of 29 posts in the Departments of Peacekeeping Operations, Field Support and Management and the Office of Internal Oversight Services following a review of the resource requirements of each department, and 3 new posts proposed to support human rights components in peacekeeping operations; proposed conversion to posts of 53 temporary positions in the Office of Internal Oversight Services following the completion of the pilot project on the structure of its Investigation Division, and 3 positions for functions of a continuous nature
Total	**(400)**	**(226)**	**(118)**	

201. The General Assembly, in section III, paragraphs 9 and 10, of its resolution 59/296, affirmed that budget submissions should, to the extent possible, reflect management improvements and efficiency gains to be achieved and articulate future strategies in that regard. In compliance with that resolution, the Secretary-General, in his budget proposals for the 2006/07 financial period, introduced the concept of efficiency gains, according to which efficiency gains refer to situations in which less input, or the same input at a lower cost, is needed to produce the same output level as in the previous financial period (assuming there has been no change in quality).

202. In section I, paragraph 18, of its resolution 65/289, the General Assembly encouraged the pursuit of further management improvements and efficiency gains. In that regard quantified efficiency gains have been identified overall in the budget proposals for 2013/14, as highlighted in table 14, with detailed descriptions of the efficiency gains included in the budget proposal for 2013/14 of each mission.

Table 14

Efficiency gains included in 2013/14 budget reports

(Millions of United States dollars. Budget year is from 1 July to 30 June.)

Missions	*Projected savings*	*Class of expenditure*
MINURSO	0.84	**Air operations**
		Reduction of one fixed-wing aircraft
MINUSTAH	7.19	**Military and police personnel**
		Reduced requirements for rations owing to the implementation of the revised United Nations rations scale
		Reduction in average costs of rotating uniformed personnel based on improved planning and transport arrangements
	0.38	**Official travel for training**
		Increased use of internal training activities by bringing training consultants to the mission rather than sending personnel outside the mission area
	0.67	**Facilities and infrastructure**
		Reduction in fuel consumption for generators owing to more efficient utilization of assets
	0.91	**Ground transportation**
		Reduction in fuel consumption for vehicles owing to more efficient utilization of assets
	8.08	**Air transportation**
		Reduced requirements for the rental and operations of aircraft, owing to the reconfiguration of the aircraft fleet to 8 rotary-wing aircraft through the removal of 1 fixed-wing and 1 rotary-wing aircraft
		Reduced requirements for aviation fuel based on the revision of the mission's regular flight schedule
	1.59	5 per cent reduction in rotation cost through improved planning and transport arrangements
	2.28	3 per cent reduction in fuel usage through efficient utilization of assets
MONUSCO	4.50	**Air transportation**
		Cost-sharing of one fixed-wing cargo aircraft with the Transportation and Movements Integrated Control Centre
UNAMID	24.64	**Air transportation**
		Reconfiguration of the existing aviation fleet taking into account composition of assets deployed in the Transportation and Movements Integrated Control Centre and other neighbouring missions
	5.12	**Travel on emplacement, rotation and repatriation**
		Rotation of military contingents and formed police units deployed by neighbouring countries using United Nations assets through arrangements of the Transportation and Movements Integrated Control Centre rather than chartered commercial flights
	1.12	**Construction services**
		Using in-house capabilities to carry out 50 hydro-geological surveys at 25 locations drilling 15 boreholes, as well as introducing a coagulation process in wastewater treatment plants to replace filter systems

Missions	*Projected savings*	*Class of expenditure*
	5.30	**Utilities: water** Installation and operation of 220 wastewater treatment plants and installation of high-efficiency toilet flushing systems mission-wide as part of water saving strategy
	2.91	**Petrol, oil and lubricants** Installation and operation of 40 solar-driven pumps to replace fossil fuel-driven pumps; installation of 400 solar water heaters in ablutions to replace the electrical-powered water heaters
UNDOF	0.10	**Commercial communications** Reduction in the use of satellite transponders owing to the utilization of terrestrial leased-line fibre-optic circuits in commercial communications networks
	0.01	**Repairs and maintenance for vehicles** Reduction in maintenance services for armoured personnel carriers owing to the replacement of the fleet
	0.03	**Spare parts for vehicles** More stringent management of inventory
	0.02	**Fuel for generators** Reduction in diesel consumption of generators from 2012/13 usage by 5 per cent through the connection of additional positions to the local power grid and improved insulation of facilities
	0.20	**Fuel for vehicles** Reduction in diesel consumption of vehicles from 2011/12 usage by 5 per cent through stringent management of vehicle utilization
UNFICYP	0.08	**Composite ration packs and bottled water** Reduction in reserve holdings from 14 person-days to 8 person-days
	0.89	**Rotation of military and police personnel** Improved planning and transport arrangements
	0.18	**Commercial communications** Decommissioning of all satellite earth stations in UNFICYP and their replacement by more cost-effective terrestrial leased lines
	0.60	**Rental of vehicles** Reduction of leased vehicles in the force's vehicle fleet thanks to the transfer of vehicles from UNMIT, as well as an overall reduction in the vehicle fleet
	0.07	**Electricity costs** Reduction in power consumption by 5 per cent in 11 locations
	0.06	**Official travel (training-related)** Increased use of e-learning programmes, video teleconference facilities and the implementation of the "train the trainer" policy
UNIFIL	0.88	**Rotation travel of military contingents** 5 per cent reduction in troop rotation costs through wider utilization of chartered flights and utilization of the Naqoura-based passenger/ferry ship

Missions	*Projected savings*	*Class of expenditure*
	0.48	**Air transportation** Reduction by 200 flight hours for the helicopter fleet through the revision of the training routes and decrease in the number of high-profile individuals and others transported by air
	0.91	**Generator fuel** 5 per cent reduction (1.0 million litres) in generator fuel consumption
	0.16	**Communications and information technology spare parts** Application of 2.5 per cent of the inventory value for spare parts, as compared to 3 per cent applied in the 2012/13 period
	0.04	**Official travel, non-training** Combining of within-mission travel tasks of military personnel resulting in a reduction of military escort and liaison travel
	0.09	**Official travel, training-related** Increased internal, online and regional training arrangements
UNISFA	4.00	**Facilities and infrastructure** Increased utilization of prefabricated structures transferred from UNMIS; secondary roofs built on top of the prefabricated structures, extending the useful life and preventing leaks; use of the secondary roof to deflect sunlight from the structure, reducing the amount of fuel needed to power the structure's air conditioner
UNMIK	2.04	**Civilian personnel** Streamlining of support and security functions owing to reconfiguration and restructuring of sections in the support component with a reduction of 17 posts
	0.18	**Official travel** Savings achieved through consistent and rigorous review of all travel-related activities by the management resulting in decreased requirements compared to the 2012/13 period
UNMIL	0.06	**Facilities and infrastructure** Reduction in fuel consumption owing to the consolidation of camps in order to reduce the number of generators and air conditioners
	0.21	**Ground transportation** Reduction by 3 per cent in mileage usage owing to the implementation of strict enforcement guidelines in respect of liberty mileage
	0.07	**Information technology** Increased virtualization resulting in reduction of the number of servers
UNMISS	0.03	**Training** Use of consultants to provide in-house training to build staff capacity as opposed to sending staff outside the mission area for training
UNOCI	0.39	**Military and police personnel** Reduction in troop rotation costs owing to the purchase of round-trip tickets for military observers, staff officers and United Nations police instead of one-way trips

Missions	*Projected savings*	*Class of expenditure*
UNSOA	1.07	**Air operations**
		Coordinating with UNPOS in aviation services (i.e. sharing of cost of scheduled flights between Nairobi and Mogadishu) reducing by approximately 30 per cent the need for on-demand flight services
	1.48	**Fuel**
		Reduction of overall fuel consumption through more efficient use of assets such as fuller use of the seat capacities
UNLB	0.08	**Utilities**
		Replacement of the existing lighting system with energy-saving lights and installation of automatic light sensors
		Implementation of a thermostatic valve on the heating system in order to reduce the consumption of heating fuel
		Continued improvement of the building's thermal insulation in order to reduce the loss of heat; replacement of windows and doors in accordance with environmental regulations
		Implementation of a new AA-class air conditioning system in order to reduce energy consumption
		Implementation of an electrical project in the logistic area consisting of the replacement of old equipment, transformers and panels, and installation of a new ring and programmable logic controller system in order to monitor any loss of electricity in the new ring and cabins
		Establishment of environmental and greening policies for the purchase of high energy consumption equipment (e.g. air conditioners), including the preparation of technical specifications and technical evaluation criteria that specify top energy-class savings and national/international energy saving standards
		Implementation of a double flash water system for toilets, in order to reduce water consumption
	0.03	**Facilities maintenance supplies**
		Standardization of construction materials to reduce the duplication of items utilized for maintenance and to generate economies of scale
	0.68	**Information technology equipment**
		Implementation of a new technology to eliminate the storing of duplicate copies of the same data. This would result in a reduction of the storage capacity required for mission data and e-mail backup by 60 per cent and represent a saving of $3.4 million over five years (or $680,000 per year) and allow the release of storage capacity, which would otherwise have to be purchased, for other applications
Total	**88.65**	

VI. Status of the Peacekeeping Reserve Fund as at 30 June 2012

203. The Peacekeeping Reserve Fund was established by the General Assembly in its resolution 47/217 to serve as a cash-flow mechanism to ensure the rapid deployment of peacekeeping operations. In accordance with that resolution, the initial level of the Fund was set at $150 million. The Assembly, in its resolution

49/233 A of 23 December 1994, decided to limit the utilization of the Fund to the start-up phase of new peacekeeping operations, the expansion of existing ones, or for unforeseen and extraordinary expenditures related to peacekeeping.

204. As reflected in the financial statements for the 12-month period from 1 July 2011 to 30 June 2012, the level of the Fund as at 30 June 2012 was $153.7 million, comprising the reserve of $150 million and an accumulated surplus of $3.7 million. During the period ended 30 June 2012, no short-term loans were made to active peacekeeping missions. As at 30 June 2012, there was one outstanding loan in the amount of $12.8 million to MINURCA, which was made in 1998 and 1999 and remains unpaid. The balance of the Peacekeeping Reserve Fund in excess of the authorized level is available to meet the financing of the support account for peacekeeping operations, and $2.5 million was approved by the General Assembly in its resolution 66/265 for the period from 1 July 2012 to 30 June 2013. The remaining surplus balance of $1.2 million, subject to approval by the Assembly, will be provided in the context of the support account budget report for the period from 1 July 2013 to 30 June 2014.

205. The General Assembly, in paragraph 8 of section VI of its resolution 64/269, decided that, if a decision of the Security Council relating to the start-up phase or expansion phase of peacekeeping operations resulted in the need for expenditure, the Secretary-General was authorized, with the prior concurrence of the Advisory Committee on Administrative and Budgetary Questions, to enter into commitments up to $100 million from the available balance of the Peacekeeping Reserve Fund, and that the cumulative total of outstanding commitment authority in respect of the start-up or expansion phase of peacekeeping operations should not exceed the total level of the Peacekeeping Reserve Fund at any one time. The Advisory Committee on Administrative and Budgetary Questions, in response to the requests of the Controller, authorized the Secretary-General on 30 April, 14 June, 27 July and 16 October 2012 to enter into commitments in the total amount of $31.0 million to meet the requirements stemming from the decisions of the Security Council, in its resolutions 2043 (2012) and 2059 (2012), to establish and then terminate UNSMIS. Of that amount, $25.1 million related to the 2011/12 financial period and $5.9 million to the 2012/13 period. Subsequently, the Advisory Committee concurred with the Controller's request to revise the commitment authority for the 2011/12 period from $25.1 million to $22.8 million and to utilize the amount of $2.3 million during the 2012/13 period. This commitment authority is inclusive of an amount of $11.0 million for the deployment of critical equipment and supplies from the strategic deployment stocks, which represents the first application of the mechanism established by the Assembly in paragraph 9 of section VI of resolution 64/269, under which the Secretary-General is authorized, with the prior concurrence of the Advisory Committee, to enter into commitments up to $50 million of the available balance of the stores available from the strategic deployment stocks and draw upon these, with the drawings from the stocks to be replenished when the initial appropriation is received.

VII. Management of contingent-owned equipment and liabilities to troop-contributing and formed police-contributing countries

A. Management of contingent-owned equipment

206. The contingent-owned equipment manual, amended to reflect the provisions approved by the General Assembly in its resolution 65/292, was published in the six official languages of the United Nations on 6 March 2012. The Secretariat and field missions continue to coordinate activities to ensure that the provisions of the manual are implemented. In preparation for the 2014 Working Group on contingent-owned equipment, to facilitate the collection of national cost data and to encourage participation, the Secretariat held a briefing for representatives of the permanent missions in October 2012 and will hold other meetings, as required, to assist Member States with the process and provide updates.

B. Liabilities relating to troop-contributing and formed police-contributing countries

207. The status of amounts owed and reimbursements due to troop-contributing and formed police-contributing countries for the calendar years 2011 and 2012 are set forth in table 15.

Table 15

Status of liabilities relating to troop-contributing and police-contributing countries for troops, formed police units, contingent-owned equipment and self-sustainment

A. Summary of liabilities for troops, formed police units, contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2011[a]	*2012*
Owed as at 1 January	539 518	529 252
Estimated amounts owed	2 014 118	2 077 330
Less: payments made during the year	2 024 384	2 080 965
Balance as at 31 December	**529 252**	**525 617**

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2011[a]	*2012*
Owed as at 1 January	176 726	172 568
Estimated amounts owed	1 258 703	1 279 861
Less: payments made during the year	1 262 861	1 219 414
Balance as at 31 December	**172 568**	**233 015**

C. Liabilities for contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2011[a]	*2012*
Owed as at 1 January	362 792	356 684
Estimated amounts owed	755 415	797 469
Less: payments made during the year	761 523	861 551
Balance as at 31 December	**356 684**	**292 602**

[a] Supersedes information provided in document A/66/679.

208. Payments for troop and formed police unit costs and for contingent-owned equipment and self-sustainment claims are made after taking into account a three-month cash operating reserve for each mission. In 2012, a total of four scheduled quarterly payments were made for all active missions with sufficient cash resources, inclusive of the third and fourth quarterly payments of the 2011/12 supplemental payment to troop-contributing countries as decided by the General Assembly in its resolution 65/289 and the first two quarterly payments of the 2012/13 supplemental payment to troop-contributing countries as decided by the General Assembly in its resolution 66/264.

209. As at 31 December 2012, payments for troop and formed police unit costs were current up to October 2012 for MONUSCO, UNAMID, UNDOF, UNIFIL, UNISFA, UNMIL, UNMISS and UNOCI, up to August 2012 for MINUSTAH, up to February 2012 for UNFICYP, up to September 2011 for UNMIT and up to April 2011 for MINURSO.

210. Further to General Assembly resolution 63/285, the Secretariat commenced the first baseline troop costs survey in August 2010, which was sent to 84 Member States that had contributed troops in the three previous years. The Secretariat initiated the second annual survey on 3 August 2011, sending the survey to 73 Member States that had contributed troops in the three previous years. The Secretariat conducted a briefing for focal points in permanent missions on 9 August 2011, which was attended by approximately 30 representatives from permanent missions. The Secretariat initiated the third annual survey on 5 September 2012, sending the survey to 71 Member States that had contributed troops in the three previous years. The Secretariat conducted a briefing for focal points in permanent missions on 18 September 2012, which was attended by approximately 14 representatives from permanent missions, and remains available to assist Member States with any technical questions regarding the survey.

VIII. Death and disability compensation[24]

211. The commitment of the United Nations to a strengthened accountability system for peacekeeping includes accountability for fulfilling its obligations to its Member States. As directed by the General Assembly, the Organization endeavours

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[24] The provisions of this section respond to paragraph 25 of General Assembly resolution 66/264 and paragraph 81 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718).

to settle all claims for death and disability compensation for uniformed personnel deployed to United Nations field operations within the prescribed three-month period, except for cases where a longer period of time is required for the determination of the degree of permanent disability. The Assistant Secretary-General for Field Support monitors the performance of the settlement of all such claims on a monthly basis.

212. By its resolution 65/289, the General Assembly requested the Secretary-General to take measures to eliminate the existing backlog of death and disability claims pending for more than three months. The Secretariat continues to take all necessary measures to expedite the process of settling claims. These measures include, inter alia, sending reminders to permanent missions every 60 to 90 days to submit additional relevant information required to finalize the processing of their claims; notifying permanent missions when their nationals die or sustain serious injuries in peacekeeping missions, and reminding them to submit claims; providing guidance to permanent missions on death and disability compensation entitlements, and on procedures for submitting claims; following up with peacekeeping missions to obtain confirmation of notifications of casualty; and regular follow-up with the Medical Services Division of the Department of Management following the submission of death and disability claims for their review.

213. Through December 2012, 173 death or disability claims amounting to $5.998 million had been processed and paid, with an additional 18 claims pending, of which 5 claims had been outstanding for more than 90 days. Of those 5 cases, 1 case was pending the conclusion of a mission-level board of inquiry; 2 cases were awaiting documents that had been requested from the field missions where the claimants had served; 1 case was pending the receipt of medical information which had been requested from the troop-contributing country; and 1 case was under review by the Field Budget and Finance Division of the Department of Field Support.

214. Some disability claims may remain pending until a final medical report detailing the degree of permanent disability is received from the troop- and police-contributing countries. The determination of a permanent loss of function can be a lengthy process owing to the long period of time that may occur between the moment the incident happens and the completion of all treatments and the potential recuperation of functions. To reduce the existing backlog and expedite the processing of cases, the Secretariat has engaged in a consultative process with Member States and has been regularly corresponding with the permanent missions of the troop- and police-contributing countries to request relevant information and documentation, as well as regular updates, on pending cases.

Table 16

Status of claims for death and disability compensation for 2012

A. Summary of death and disability compensation

(Thousands of United States dollars)

Peacekeeping mission	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
	Number	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURSO	–	–	1	–	–	–	–	–
MINUSTAH	14	385.9	3	190.0	–	–	1	39.9
MONUC	1	50.0	–	–	–	–	–	–
MONUSCO	32	1 034.0	7	230.4	–	–	6	162.5
UNAMI	–	–	1	70.0	–	–	–	–
UNAMID	20	811.3	6	280.0	11	59.5	1	75.0
UNFICYP	1	4.9	–	–	–	–	–	–
UNIFIL	8	221.9	2	140.0	–	–	2	44.2
UNISFA	11	396.2	–	–	3	140.0	–	–
UNMEE	1	0.7	–	–	–	–	–	–
UNMIL	5	64.5	6	330.0	–	–	3	142.1
UNMIS	4	95.2	1	50.0	2	–	–	–
UNMISS	2	75.6	–	–	–	–	1	56.0
UNMIT	2	140.0	2	125.0	–	–	–	–
UNOCI	18	791.7	6	288.6	–	–	4	229.0
UNOSOM	1	16.8	–	–	1	–	–	–
UNTSO	1	6.3	–	–	–	–	–	–
Total	**121**	**4 095.0**	**35**	**1 704.0**	**17**	**199.5**	**18**	**748.7**

B. Death compensation

(Thousands of United States dollars)

Peacekeeping mission	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
	Number	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINUSTAH	4	284.4	2	120.0	–	–	–	–
MONUC	1	50.0	–	–	–	–	–	–
MONUSCO	11	775.0	2	140.0	–	–	2	140.0
UNAMI	–	–	1	70.0	–	–	–	–
UNAMID	10	700.0	4	280.0	–	–	1	75.0
UNIFIL	1	70.0	2	140.0	–	–	–	–
UNISFA	5	350.0	–	–	2	140.0	–	–
UNMEE	1	0.7	–	–	–	–	–	–
UNMIL	1	50.0	5	330.0	–	–	2	140.0
UNMIS	1	70.0	–	–	–	–	–	–
UNMISS	1	70.0	–	–	–	–	–	–

Peacekeeping mission	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
	Number	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
UNMIT	2	140.0	2	125.0	–	–	–	–
UNOCI	10	735.0	4	280.9	–	–	3	215.0
Total	**48**	**3 295.1**	**22**	**1 485.9**	**2**	**140.0**	**8**	**570**

C. Disability compensation

(Thousands of United States dollars)

Peacekeeping mission	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
	Number	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURSO	–	–	1	–	–	–	–	–
MINUSTAH	10	101.5	1	70.0	–	–	1	39.9
MONUSCO	21	259.0	5	90.4	–	–	4	22.5
UNAMID	10	111.3	2	–	11	59.5	–	–
UNFICYP	1	4.9	–	–	–	–	–	–
UNIFIL	7	151.9	–	–	–	–	2	44.2
UNISFA	6	46.2	–	–	1	–	–	–
UNMIL	4	14.5	1	–	–	–	1	2.1
UNMIS	3	25.2	1	50.0	2	–	–	–
UNMISS	1	5.6	–	–	–	–	1	56.0
UNOCI	8	56.7	2	7.7	–	–	1	14.0
UNOSOM	1	16.8	–	–	1	–	–	–
UNTSO	1	6.3	–	–	–	–	–	–
Total	**73**	**799.9**	**13**	**218.1**	**15**	**59.5**	**10**	**178.7**

[a] Closed claims consist of claims awaiting additional documentation (usually medical information) from governments for which several reminders were sent to the Permanent Missions. These claims are not rejected and can be re-opened at any time upon submission of additional documentation by Member States.

IX. Action to be taken by the General Assembly

215. The General Assembly is requested to take note of the present report.

Annex I

Global field support strategy

I. Introduction

1. This annex should be read in conjunction with the Secretary-General's third annual progress report on the implementation of the global field support strategy (A/67/633). While the progress report and the main body of the present report contain high-level qualitative information on implementation of the strategy, the annex provides detailed quantitative data on cost savings, cost comparisons and efficiencies, in addition to performance management information at three levels of the Organization: in field missions, at the Global Service Centre and at Headquarters. All information regarding the operations of the Regional Service Centre in Entebbe can be found in annex II.

2. In response to requests made by the General Assembly in its resolution 66/264 and by the Advisory Committee on Administrative and Budgetary Questions in its report containing observations and recommendations on cross-cutting issues related to peacekeeping operations (A/66/718), the Department of Field Support will finalize a package of plans, strategies, frameworks, tools and concepts in the first quarter of 2013. A culmination of extensive groundwork undertaken in 2012, this package will enable and accelerate progress towards the end-state vision of the strategy and help ensure that it proceeds in a holistic, integrated and coordinated manner in 2013 and beyond. More specifically, the package will include the following products: the implementation plan of the strategy, the supply chain concept and its implementation plan, the governance framework, the change management and communication strategies and plans, the risk management framework and the performance management framework, which will include key performance indicators for all four pillars of the strategy. The Department plans to have these documents completed by March 2013.

3. In addition, the Department is exploring the use of outside expertise to support the development of the benefits realization plan, which will include a standard cost-benefit analysis methodology. Owing to the technical complexity of this exercise, the Department envisions completion of the plan by the end of June 2013.

A. Field missions

4. In field missions, implementation of the global field support strategy has resulted in resource efficiencies and the streamlining of processes, which has enabled missions to better focus on their primary goal of mandate implementation. Considerable progress has also been made in cost savings and the initial financing of field missions, including the use of long-term charter aircraft and the application of the standardized funding model.

5. The introduction of the use of long-term charter aircraft to transport military and police units to and from peacekeeping missions has produced substantial savings for the Organization. From the day the flights commenced on 16 September 2012 until 15 December 2012, the Secretariat achieved cost savings of $1.9 million by using long-term instead of short-term charter aircraft. Projected total savings for the first

year are estimated at $8 million when compared to the total costs of previous rotations of the same troop contingents carried out through spot charter. The breakdown of the savings of $1.9 million by peacekeeping mission is presented in table A.1.

Table A.1
Savings realized by using long-term instead of short-term charter aircraft, September-December 2012
(United States dollars)

Month	*Mission*	*Short-term charter costs*	*Long-term charter costs*	*Savings*
September	MONUSCO	2 037 630	1 559 993	477 637
October	MONUSCO	3 627 200	2 667 817	959 383
November	MONUSCO	1 971 860	1 956 329	15 531
November	MONUSCO	355 487	244 081	111 406
November	UNAMID	358 654	280 208	78 446
November	UNIFIL	802 000	691 914	110 086
December	UNAMID	893 294	679 828	213 466
Total				**1 965 955**

6. The standardized funding model was used for the first time for UNMISS. As shown in table A.2, the use of the model resulted in a budget implementation rate of 99.9 per cent for UNMISS in 2011/12, which represents a significant improvement over other recent missions' first-year budget implementation rates, which ranged from 76.9 per cent to 90.6 per cent. Further details of the financial performance of UNMISS in its first year of operation are shown in table A.3.

7. Furthermore, it could be considered that not only did the standardized funding model provide a reasonable estimate of the funding requirements of UNMISS for its first year of operation, but the mission's leaders successfully prioritized activities and managed the mission's funding within the appropriation.

Table A.2
Comparative implementation rates and unliquidated obligations for start-up missions
(Millions of United States dollars)

	UNMISS	*MINURCAT*	*UNMIS*	*UNAMID*	*UNSOA*
Appropriation	722.1	182.4	969.5	1 275.7	214.6
Expenditure	721.1	165.2	801.1	1 056.5	165.2
Saving	1.0	17.3	168.3	219.2	49.5
Implementation rate (percentage)	99.9	90.5	82.6	82.8	76.9
Year-end obligations	116.9	84.1	262.8	600.9	65.0
Year-end obligations as a percentage of expenditure	16.2	50.9	32.8	56.9	37.9

Table A.3

UNMISS financial performance, 2011/12

(Thousands of United States dollars)

Category	Apportionment (1)	Expenditure (2)	Variance Amount (3)=(1)-(2)	Variance Percentage (4)=(3)÷(1)
Military and police personnel				
Military observers	5 456.4	9 095.5	(3 639.1)	(66.7)
Military contingents	194 574.3	158 940.3	35 634.0	18.3
United Nations police	15 043.6	22 148.2	(7 104.6)	(47.2)
Formed police units	26 535.7	–	26 535.7	100.0
Subtotal	**241 610.0**	**190 184.0**	**51 426.0**	**21.3**
Civilian personnel				
International staff	64 659.3	80 346.7	(15 687.4)	(24.3)
National staff	22 315.8	16 032.2	6 283.6	28.2
United Nations Volunteers	2 695.4	11 308.1	(8 612.7)	(319.5)
General temporary assistance	–	74 034.0	(74 034.0)	–
Subtotal	**89 670.5**	**181 721.0**	**(92 050.5)**	**(102.7)**
Operational costs				
Government-provided personnel	–	1 557.2	(1 557.2)	–
Civilian electoral observers	–	–	–	–
Consultants	165.0	1 419.1	(1 254.1)	(760.1)
Official travel	1 466.1	3 789.7	(2 323.6)	(158.5)
Facilities and infrastructure	120 788.6	105 401.4	15 387.2	12.7
Ground transportation	58 945.5	17 409.9	41 535.6	70.5
Air transportation	138 897.7	132 247.7	6 650.0	4.8
Naval transportation	–	28.9	(28.9)	–
Communications	33 040.8	20 491.3	12 549.5	38.0
Information technology	12 803.5	11 289.0	1 514.5	11.8
Medical	4 410.5	3 808.8	601.7	13.6
Special equipment	2 321.6	1 571.5	750.1	32.3
Other supplies, services and equipment	17 129.5	49 175.6	(32 046.1)	(187.1)
Quick-impact projects	880.3	995.6	(115.3)	(13.1)
Subtotal	**390 849.1**	**349 185.7**	**41 663.4**	**10.7**
Gross requirements	**722 129.6**	**721 090.7**	**1 038.9**	**0.1**
Staff assessment income	10 076.8	15 172.7	(5 095.9)	(50.6)
Net requirements	**712 052.8**	**705 918.0**	**6 134.8**	**0.9**

B. Global Service Centre

8. The Global Service Centre will continue to support field missions with information and communications technology, logistics and supply chain management and other support services, and to enable the streamlining and specialization of functions while introducing efficiencies, improving service delivery and reducing costs for the Organization. Cost savings were achieved through support to the start-up of the mission in Libya, the reduction of the strategic deployment stocks and the transfer of posts from Headquarters to the Centre.

9. The Centre's support to UNSMIL in its first year of operation resulted in $2.5 million in savings for the United Nations. These savings were achieved by locating 15 staff members providing support to the mission in the areas of budget, finance, human resources, procurement, information and communications technology, logistics and engineering in the Centre in Brindisi rather than in the mission in Libya. In addition to the 15 support staff working in Brindisi, it is estimated that the Centre is providing the full-time equivalent of 8.63 additional staff in support of a range of functions for UNSMIL in the areas of finance, human resources, procurement, mail and pouch, information and communications technology and logistics. As a result, the Centre is providing in total the full-time equivalent of 23.63 staff in support of the mission at a cost of approximately $2 million. If UNSMIL were to utilize the same number of full-time equivalent staff to perform the same functions in-country, the estimated cost would be $4.5 million per annum.[a] The difference is equivalent to cost savings of $2.5 million annually for the Organization.

10. In addition, a review of the composition of the strategic deployment stocks undertaken by the Global Service Centre and the Information and Communications Technology and Logistics Support Divisions of the Department of Field Support led to a reduction of the stock holdings through the non-replenishment of $50 million worth of assets after they were issued to missions. That allowed for the application of $50 million to the resource requirements of UNLB for the 2012/13 financial period, thereby reducing Member States' assessment for the funding of the logistics base. The reduction of the level of the strategic deployment stocks by category of items is presented in table A.4.

Table A.4
Strategic deployment stocks reductions for 2012/13
(United States dollars)

Cost centre	*Amount*
Information and communications technology	10 115 306
Supply	5 925 653
Transport	18 701 921
Engineering	15 257 119
Total reduction	**50 000 000**

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[a] This calculation is based on fixed-term contracts and not on temporary duty and includes the following: salary, post adjustment, staff assessment and common staff costs and rest and recuperation, accommodation, security and transportation costs.

11. Significant savings continue to be realized in the transfer of posts from Headquarters to the Global Service Centre. Initially, 8 posts were transferred from Headquarters to the Centre in 2011/12 in the areas of information and communications technology, asset management, financial systems technical support, global education grant processing and field contract management. As approved by the General Assembly in its resolution 66/265, an additional 23 posts were transferred effective January 2013 in the areas of asset and material management for engineering, surface transport and supply, mission operational support, management of the strategic deployment stocks and mission liquidation.

12. Analysis of the 31 posts transferred to the Centre from 2011 until 2013 reveals that over a five-year period savings of approximately $2.9 million will be achieved by hosting staff at the Centre rather than at Headquarters. In addition, despite an increase of almost 7 per cent in the staffing levels of the Centre from 2010/11 to 2012/13 as a result of approved functions transfers, a marginal 0.66 per cent increase in financial resources for the Centre was required over the same period. Details of the calculations of the savings of $2.9 million are presented in table A.5.

Table A.5

Cost and savings estimates for the relocation of 31 posts to the Global Service Centre, 2011-2013

(United States dollars)

			Recurring annual cost at Headquarters			*Recurring annual cost at Global Service Centre*			*One-time transfer cost*		*Relocation savings*	
	Number of posts/ positions	*Level*	*Salary cost*	*Total salary*	*Other non-staff costs*	*Salary cost*	*Total salary*	*Other non-staff costs*	*Travel*	*Relocation, assignment, termination*	*First year*	*After five years*
	2	P-4	218 100	436 200	33 560	195 600	391 200	8 400	–	–	–	–
	2	P-3	178 500	357 000	33 560	160 800	321 600	8 400	–	–	–	–
	1	P-2	143 000	143 000	16 780	134 400	134 400	4 200		45 000		
	3	GS-OL	96 100	288 300	50 340	82 080	246 240	12 600	–	–	–	–
Subtotal 2011/12	**8**			**1 224 500**	**134 240**		**1 093 440**	**33 600**	–	**45 000**	**186 700**	**1 113 500**

			Recurring annual cost at Headquarters			*Recurring annual cost at Global Service Centre*			*One-time transfer cost*		*Relocation cost/savings*	
	Number of posts/ positions	*Level*	*Salary cost*	*Total salary*	*Other non-staff costs*	*Salary cost*	*Total salary*	*Other non-staff costs*	*Travel*	*Relocation, assignment, termination*	*First year*	*After five years*
	1	D-1	291 950	291 950	16 780	288 000	288 000	10 214	21 000	25 260	–	–
	4	P-4	216 900	867 600	67 120	200 400	801 600	40 856	84 000	101 040	–	–
	8	P-3	177 600	1 420 800	134 240	166 800	1 334 400	81 712	168 000	202 080	–	–
	1	GS-PL	130 300	130 300	16 780	81 864	81 864	10 214	–	–	–	–
	9	GS-OL	99 700	897 300	151 020	81 864	736 776	91 926	–	200 000	–	–
Subtotal 2012/13	**23**			**3 607 950**	**385 940**		**3 242 640**	**234 922**	**273 000**	**528 380**	**(285 052)**	**1 780 260**
Grand total	**31**			**4 832 450**	**520 180**		**4 336 080**	**268 522**	**273 000**	**573 380**	**(98 352)**	**2 893 760**

13. In addition to cost savings, the Global Service Centre has continued to introduce efficiencies and improve service delivery to field operations. Concrete examples include:

(a) In the start-up of UNSMIL, the Centre was able to quickly provide 36 vehicles, including 25 armoured vehicles, and communications equipment to the mission. The first assets were deployed to UNSMIL by United Nations convoy on 21 September, just five days after the mandate was approved on 16 September 2011. In addition, the Centre was able to dispatch 54 technical staff to join the mission support teams that provided early and critical support to the mission;

(b) The Centre was also able to deploy a total of 112 vehicles, including 12 armoured vehicles, to enable the timely start-up of UNSMIS. The first vehicles arrived in Damascus hours after the Security Council authorized the mission, while the remaining vehicles were dispatched in two shipments, one by air between 8 and 9 May 2012 and the other by sea on 12 May 2012;

(c) The Centre completed the modularization designs for 50-, 200- and 1,000-person camps, which enabled UNSOA to build one 1,000-person modular camp and two 850-person modular camps in Mogadishu;

(d) The field central review board in the Centre has reduced the average processing time for recruitment from 68 to 35 days. In addition to improving service delivery, this increased efficiency has allowed the Centre's human resources personnel to accomplish more tasks, such as education grant processing and reference verification;

(e) The Centre deployed more than 100 personnel in mission support teams to provide logistics, administrative and information and communications technology support in response to requests from 12 missions during the past year. The deployment of the teams can last from one or two days up to a maximum of three months, depending on the needs of the mission;

(f) The Centre has continued to provide support, with no additional administrative or back office resources required, to the three tenant units it hosts: the standing police capacity (40 posts), the standing justice and corrections capacity (6 posts), and the integrated training service (5 posts).

C. Headquarters

14. One of the goals of the global field support strategy is to strengthen the strategic role of Headquarters by redirecting efforts from transactional tasks to more strategic work, such as engagement with Member States and the provision of planning, guidance and oversight to field operations. During this transition, the Department of Field Support will continue to seek efficiency gains and cost savings in the implementation of the strategy.

15. To this end, the Department was able to abolish two General Service posts in the Field Personnel Division in the 2012/13 budget, resulting in savings in salary costs of $183,600 annually (at budgeted rates). On the basis of expected future efficiency gains, the Department is also proposing the abolishment of two additional General Service posts in the Field Personnel Division in the 2013/14 budget, which

will result in further savings of $194,400 per year (at budgeted rates). The combined actions will achieve an annual savings of $378,000 in salary costs.

II. Performance management

16. The successful implementation of the global field support strategy will be measured through a holistic and standardized approach to performance management. A performance management framework is being developed to include all initiatives and projects of the strategy linked through interrelated objectives, roles and responsibilities. The framework, to be finalized by March 2013, will provide visibility and understanding of the contribution and dependency of each initiative in achieving the overall strategic objectives.

17. The performance management framework will provide the Department of Field Support, the Global Service, the Regional Service Centre and field missions with the appropriate tools to define and eventually change related objectives that would form the basis for the design, implementation and monitoring of key performance indicators. In progressing towards 2015, the performance management framework will continuously align with the Umoja implementation and process reengineering.

18. The implementation coordination team for the global field support strategy continues to monitor established key performance indicators reported at the sixty-sixth session of the General Assembly, which will be incorporated in the performance management framework by March 2013. As shown in table A.6, various key performance indicators are being considered for the different levels of the Organization.

Table A.6
Sample strategic objectives and key performance indicators of the global field support strategy

Strategic objective	*Key performance indicators*
Expedite and improve support for peacekeepers	30/90 deployment targets of the "Brahimi report" (A/55/305-S/2008/809) fully achieved
	Reduced time required to meet mission support needs in terms of people, services and goods
	Reduced staff turnover and vacancy rates
	Improved satisfaction rate for Department of Field Support service delivery among clients and stakeholders
Expedite and improve support for peacebuilding, peacemaking, electoral assistance, mediation support and conflict prevention	Services delivered in conformance with the service level agreements between the Departments of Political Affairs and Field Support
	Targeted delivery of support to smaller special political missions

Strategic objective	*Key performance indicators*
Strengthen resource stewardship and accountability while achieving support efficiencies and economies of scale	Reduction in percentage of controllable costs Reduction in ex post facto submissions to the Headquarters Committee on Contracts Strategic deployment stocks repositioned to provide support throughout all life cycles of a mission Reduction in deployment of high-value assets Increase in economies of scale Reduction of repetitive transactional costs Decrease in mission and Headquarters overheads
Contribute to the restoration and rebuilding of lives and livelihoods in post-conflict situations by fostering local and regional investment	Greater utilization of local and regional markets Increased reliance of local staff
Reduce mission carbon footprints	Alternate energy sources identified across all missions Reduced negative impact on local environment
Improve service delivery capabilities through aligning resources with United Nations country team capabilities and requirements in host countries	Enhanced coordination and improved normative and operational capacity Appropriate financial mechanisms identified to facilitate support to country teams
Improve the safety and living conditions of United Nations staff	Decreased security incident levels Increased rotations to family duty stations for support staff Decreased instances of staff misconduct Improved civilian staff retention rates for support staff

19. The strategic objectives of the global field support strategy and the related key performance indicators will be segmented as follows:

(a) Those applicable to the Department of Field Support;

(b) Those applicable to the Global Service Centre;

(c) Those applicable to the Regional Service Centre;

(d) Those applicable to the missions.

III. Performance measurement for the human resources pillar

20. The Secretariat has made progress towards developing a performance management system for the human resources pillar of the global field support strategy. To that end, the Field Personnel Division, working in close collaboration

with the Office of Human Resources Management and the global field support strategy team, has outlined a framework for performance management that covers staffing and human resources administrative functions. Key outputs for the pillar include implementation of a governance model for key performance indicators that are aligned with the structure of the global field support strategy project and consistent with human resources strategic objectives; the development of standard principles for the development of metrics, including the assessment of data quality and benchmarks and standard operational definitions; and the integration of key performance indicator data collection and dissemination into a common platform. As reported in annex II below, key performance indicators covering a wide range of service desk management measures are already in place in the Regional Service Centre, enabling improved reporting on client-oriented response times, resource allocation and opportunities for business process improvement.

21. The human resources key performance indicator framework will provide performance measures for both strategic human resources and delegated human resources authorities. Key performance indicators will be designed to meet the strategic and operational needs of four audiences: the senior managers of the Department of Field Support, the managers of the Field Personnel Division, the managers of the service centres and missions, and service providers.

22. The development and piloting of appropriate operational key performance indicators for the global human resources programme of the United Nations will take time as the complexity of implementing business intelligence in the shifting landscape of human resources operations cannot be underestimated. In order to ensure delivery of well-defined key performance indicators, the design process will be conducted in four phases:

- **Phase 1**: Second/third quarter of 2013: delegated authorities governing the administration of international staff contracts and entitlements
- **Phase 2**: First/second quarter of 2014: previous delegations, including rostering for generic job openings (the staff selection system)
- **Phase 3**: Second/third quarter of 2014: staff selection system, including onboarding
- **Phase 4**: 2014 and 2015: workforce planning (horizontal and vertical alignment)

23. As mentioned in the Secretary-General's third progress report on the global field support strategy (A/67/633), a number of operational indicators published in the human resources management scorecard system are being used by field missions for self-monitoring. Examples include the number of temporary appointments of more than 729 days, the number of staff beyond retirement age, the number of staff in receipt of special post allowance for more than two years and the number of days to complete staff performance appraisals.

IV. Performance measurement for modularization

24. In 2011/12, the Department of Field Support focused on developing a new and innovative supply chain concept. As detailed in the report of the Secretary-General (A/67/633), this concept, which includes but is not limited to modularization,

defines how the Department will address many of the challenges of rapid and flexible operational support to the field. The concept has been developed by a multidisciplinary team of key stakeholders using an established model which blends strategic scenario planning and guidance and provides a foundation for converting the resulting vision into operational concepts. This strategy has been validated within the Department and by the Umoja team. During the remainder of the fiscal year, the Department will also be developing performance measures for the entire supply chain concept, including modularization.

Table A.7

Performance measurement framework for modularization

Goal	*Output*	*Key performance indicator*	*2011/12 progress*
Rapidly deploy missions, facilities and infrastructure	Implemented modularized service packages	Number of service packages and modules deployed per financial year	In 2012, 3 modularized camps (1 x 1,000 person and 2 x 850 person) were shipped to support AMISOM troops in Somalia
Availability of service package designs	Design of modular service packages as per plan	2 service packages developed or revised per financial year	Modularization designs for 1,000-, 200- and 50-person camps were completed
Effective use of mission resources in support of deploying facilities	Mission support teams implementing service package installation	Number of mission support teams utilized per financial year in support of intra-mission or inter-mission service package deployments	Mission support teams responded to service requests from 12 missions and have provided over 100 staff to perform various logistics, administrative and communications and information technology service functions
Reduce dependency on fuel and vulnerability	Increased use of alternative energy sources and the reduction of fuel consumption	Percentage of energy generated by alternative sources; net decrease in monthly fuel use	The Global Service Centre has acquired electric vehicles and is using solar panels and windmills
Rationalize strategic deployment stocks	Increased turnover of strategic deployment stocks	Number of strategic deployment stock turnovers per management category per year	The strategic deployment stocks composition was revised and approved by the Under-Secretary-General for Field Support on 31 December 2011, as the first of several alignments to the modularization pillar of the global field support strategy
Align strategic deployment stocks to meet modularization requirement	Revision of strategic deployment stock composition and systems contracts	Percentage of strategic deployment stock line items aligned with modularization which are covered by systems contracts	Review of strategic deployment stocks led to a reduction of stock holdings, allowing application of $50 million in savings to resources required for UNLB for 2012/13

Goal	*Output*	*Key performance indicator*	*2011/12 progress*
Rapidly deploy missions, facilities and infrastructure	Timely authorization for the release of strategic deployment stocks as service packages/modules	Authority to release within 72 hours from request or mandate	12 armoured vehicles and 100 other vehicles were transferred from Brindisi to UNSMIS, the first vehicles arriving in Damascus within hours of the Security Council's authorization of the mission; $8.6 million was drawn from strategic deployment stocks to support rapid start-up of UNSMIS in April 2012

V. Performance measurement for the finance pillar

25. The primary benefits of the standardized funding model and enhanced access to strategic reserves, as laid out in the report of the Secretary-General on the standardized funding model (A/65/696), can be summarized as follows:

(a) Fiscal discipline: emphasizing budgetary discipline to ensure that available funding is directed towards prioritized activities;

(b) Streamlined processes: allowing resources to be mobilized more quickly, and with less administrative burden on mission and Headquarters staff who are focused on operational planning and implementation; facilitating the submission of a full budget within 90 days of the establishment of a mission without compromising operational planning, governance and accountability, as recommended in the report of the Panel on United Nations Peace Operations (A/55/305-S/2008/809, para. 91);

(c) Flexibility: strengthening operational integration and integrity by guiding standard resourcing requirements and deployment levels;

(d) Legislative transparency: ensuring that the legislative review process for start-up funding arrangements is normalized and transparent;

(e) Supporting the enhanced use of the Peacekeeping Reserve Fund and the strategic deployment stocks to support the establishment of new missions and the expansion of existing missions.

Fiscal discipline

26. In assessing the efficacy of the standardized funding model with regard to this objective, the following key performance indicators were considered:

(a) Implementation rate against apportionment;

(b) Year-end obligations as a percentage of the total expenditure;

(c) Survey of key stakeholders.

Streamlined processes

27. In assessing the efficacy of the standardized funding model with regard to this objective, the following key performance indicators were considered:

(a) Time taken to submit the first budget for UNMISS;

(b) Comments from key stakeholders.

Flexibility of the model

28. In assessing the efficacy of the standardized funding model with regard to this objective, the following key performance indicators were considered:

(a) The number and value of redeployments processed for UNMISS in the 2011/12 period;

(b) Variances between actual expenditure and allotted amount by class;

(c) Comments from key stakeholders.

Legislative transparency

29. In assessing the efficacy of the standardized funding model with regard to this objective, the comments from key stakeholders were considered as a key performance indicator.

30. As part of the lessons learned review of the standardized funding model, several key stakeholders involved in the implementation and review of the UNMISS 2011/12 budget proposal were surveyed to ascertain their opinions on the efficacy of the model. These individuals were drawn from senior mission leadership, members of the mission's budget and finance teams, legislative bodies and Headquarters counterparts from the Departments of Peacekeeping Operations and Field Support. The survey was developed in partnership with the Policy, Evaluation and Training Division of the two departments. Table A.8 highlights the results summarized for each objective.

Table A.8
UNMISS 2011/12 budget proposal survey

	Somewhat or strongly disagree		*Somewhat or strongly agree*		*Neither disagree nor agree or no response*	
Objective	*Total*	*Percentage*	*Total*	*Percentage*	*Total*	*Percentage*
Fiscal discipline	7	37	10	53	2	10
Flexibility	4	11	22	58	12	32
Streamlined processes	14	25	30	53	13	23
Legislative transparency	8	21	18	47	12	32

31. Since the approval by the General Assembly in its resolution 64/269 of expanded access to the peacekeeping reserve and the strategic deployment stocks, there have been a number of critical situations in which the expanded authorities granted to the Secretary-General have proved vital in supporting decisions of the Security Council, specifically:

(a) Commitment authority in the amount of $85.3 million was authorized by the Advisory Committee on Administrative and Budgetary Questions in March 2011 to support the response of UNOCI to the crisis in Côte d'Ivoire following the elections in December 2010; it was used to fund, inter alia, a temporary deployment of 2,500 uniformed personnel;

(b) Strategic deployment stocks worth $8.6 million were drawn in June 2012 to support the start-up of UNSMIS, including vehicles, information and communications technology equipment and personal protection equipment.

These instances demonstrate the success of the global field support strategy in responding to the increased size and complexities of peacekeeping operations.

VI. Performance measurement for the Regional Service Centre

32. The performance measures for the Regional Service Centre are included in their entirety in annex II below. These measures cover four pilot projects: check-in/check-out, education grant processing, the Regional Training and Conference Centre and the Transportation and Movements Integrated Control Centre.

VII. Conclusion

33. In 2013, the Department of Field Support, through the global field support strategy, will continue to work towards an integrated, optimized support framework to improve support and service delivery to the field in response to Member States' concerns and questions about the strategy. The aforementioned package of plans, strategies, frameworks, tools and concepts to be finalized in the first quarter of 2013 will further respond to Member States' queries. While many challenges remain and more work is needed in the implementation of the strategy in order to meet Member States' expectations, the Department is fully committed to making every effort to complete the implementation of the strategy by 1 July 2015.

Annex II

Regional Service Centre

I. Introduction

1. The General Assembly, in its resolution 65/289, requested the Secretary-General to provide, on an annual basis and in a consolidated manner, information on financial and human resources provided by client missions to the Regional Service Centre in Entebbe. The present annex provides a summary of the consolidated financial and human resources required for the operation of the Centre for the period from 1 July 2013 to 30 June 2014, details on the share of the resources to be allocated to each client mission as reflected in the respective missions budget proposals (i.e. UNAMID, UNMISS, MONUSCO, UNSOA, UNISFA, BINUB, BINUCA and UNPOS), and further development of the Centre.

2. The Regional Service Centre was established in July 2010 following the decision of the General Assembly in its resolution 64/269. During the period from 1 July 2011 to 30 June 2012 (identified as phase I), the structure of the Centre, as described in the report of the Secretary-General (A/65/643), comprised 39 posts approved by the Assembly to support four pilot projects: check-in/check-out, education grant processing, the Regional Training and Conference Centre and the Transportation and Movements Integrated Control Centre. In annex IX of its report on the global field support strategy (A/64/660), the Advisory Committee on Administrative and Budgetary Questions identified the types of functions considered suitable for transfer to the Centre. Focusing on those functions, the Centre moved into phase II in 2012/13 with the assessment, transfer and establishment of finance and human resources functions leading to an expansion of the Centre by 160 posts (see A/66/591/Add.1) to a total of 199 posts, while its financial resources increased from the $9.3 million approved for 2011/12 to $28.2 million for 2012/13. Further assessments identified an additional 133 posts proposed for re-location from client missions, which would bring the Centre's staffing to 332 posts and expand its range of services to include information technology and office logistics functions, as further elaborated in paragraph 5 below. The present report captures the Centre at the midpoint of its five-year programme ending in June 2015.

3. The present annex also provides responses to the recommendations and observations made by the Advisory Committee on Administrative and Budgetary Questions in its report (A/66/718) and responds to the request of the Committee (A/66/718, paras. 189 and 191) for the Secretariat to consider alternative arrangements to improve the reporting process on the global field support strategy. As such, it complements the Secretary-General's third progress report (A/67/633), which lays out the high-level strategic end-state vision of the strategy by providing further financial details pertaining to its implementation. The present report should therefore be considered along with the Secretary-General's third progress report and with the budget reports of the respective client missions.

II. Service model and end-state vision

A. Service delivery model

4. As mentioned in the Secretary-General's report (A/67/633), the Regional Service Centre currently provides finance and human resources services to its client missions, in addition to the four initial pilot projects. The Centre will continue to provide shared services to the participant missions, with the goal of moving transactional non-location-dependent administrative functions to the Centre from field missions, and is currently carrying out a review of information technology and office logistics functions. The preliminary findings of the review have concluded that information technology helpdesk, network management and telephone billing functions as well as specifications writing for procurement purposes and overall support to the requisitioning process for engineering, transport and supply projects are not location-dependent and could thus be transferred to the Centre. Table B.1 gives an overview of the current services provided, as well as additional services to be provided by the Centre as outlined in the end-state vision.

Table B.1
Overview of current and future services of the Regional Service Centre

Category	*Services*
Financial	Payroll services for all international and national staff in Entebbe
	Review and payment of vendors invoices
	Review and payment of claims from applicable uniformed personnel and civilian personnel
	Support to the preparation of financial statements
	Banking services for the Centre
	International banking services
Human resources	Recruitment of personnel for the Centre
	On-boarding of Centre staff and of those selected by the missions
	Management of attendance and leaves
	Contracts administration
	Administration of entitlements and benefits
	Travel services
	Checking in and checking out
Transport and movement coordination	Troop rotations and other movements
	Transportation solutions through integrated flight schedule and ad hoc flight schedules

Category	*Services*
	Coordinated multimodal movements
Information technology	Telephone billing
	Network management
	Helpdesk
	Writing of specifications
Back-office logistics support	Technical evaluations
	Overall support to the procurement process
Other operational support	Training and conference management services

5. The plans, milestones and activities to realize the end-state vision are in place and being executed. Back-office logistics services began with the establishment of the Transportation and Movements Integrated Control Centre and were expanded with the assessment of specification-writing for procurement purposes. In 2013, the back-office logistics of the Regional Service Centre will be assessed and aligned to the supply chain strategy of the global field support strategy. Road maps have been established, which include process-mapping, functions review, a performance management framework and key performance indicators.

B. Continuous process improvement of service lines: business process re-engineering and alignment with Umoja

6. The third progress report on the global field support strategy (A/67/633, para. 18) explains how functions are not only relocated but also re-engineered, such as for example the processing of assignment grant entitlements for newly appointed staff in the region, leading to a reduction in processing time from 30 to 5 days. During the 2012/13 period, the Centre is engaging in the review of all business processes with the purpose of continuously improving them. Using the Lean Six Sigma methodology, individual service lines that affect several different functions are being reviewed to identify bottlenecks and opportunities for process improvement and monitoring the implementation of solutions.

7. The re-engineering of functions performed at the Centre requires information technology applications that will support them. In addition to delivering a high level of process standardization and automation, the applications will allow full end-to-end visibility of the Centre's processes, enabling it to report on its key performance indicators and process improvements. Consequently, the Centre and the Information and Communications Technology Division of the Department of Field Support are collaborating on an array of improvements to the Field Support Suite that would enable the efficiencies created in process re-engineering. The following is a brief summary of the improvements anticipated:

(a) e-F.10: self-service application which will improve the processing of F10 claims in the finance section. The F10 is a form used by staff members to claim a large number of entitlements ranging from daily subsistence allowance during official travel to reimbursement of security claims. The Centre anticipates that it will process about 80,000 claims in 2013/14;

(b) e-PT.8: electronic version of the PT8 form which is used to process all travel by staff using commercial means to reduce processing time and permit better control and visibility of travel costs;

(c) eAttendance: upgrade to eLeave, which automates the complete attendance function to be managed remotely in Entebbe;

(d) eAccommodation: application which enables real-time management of accommodation provided by the United Nations in missions and serves as an enabler for the Centre's payroll function and financial deductions to personnel utilizing such accommodation;

(e) eCheck-in/eCheck-out: application which enrols new staff members and military and police personnel in the various United Nations systems for payment of entitlements;

(f) Education grant version II: incorporates a self-service functionality improving further the efficiencies already delivered for this important entitlement process;

(g) eMOP: allows the real-time management of intra-mission and inter-mission movement of personnel on United Nations aircraft. It also provides business intelligence in conjunction with eCMR, eTicketing and eFOM that permit better informed business decisions on the size, configuration and utilization of aircraft;

(h) eCMR: allows the real-time management of intra-mission and inter-mission movements of cargo on United Nations aircraft;

(i) eTicketing: enables manifest data to be real-time and accurate while streamlining boarding procedure;

(j) e-FOM: flight operations management application which captures utilization cost and efficiency data and permits more streamlined tasking and reporting on the use of United Nations aircraft.

8. In addition to the Field Support Suite, the Centre is working closely with the Umoja team and the Office of Information and Communications Technology of the Department of Management through the Information and Communications Technology Division of the Department of Field Support in the roll-out of Umoja and iNeed. The iNeed application will allow the Centre to manage and report on requests for services through its client support desk as well as track and close tickets created in support of those requests. iNeed is being configured to allow the Centre an end-to-end visibility of all processes that do not have and will not need Field Support Suite coverage in advance of the Umoja roll-out. The Centre will participate in the UNIFIL pilot implementation of Umoja in the first half of 2013, which will facilitate the implementation of iNeed in the Centre in the last quarter of 2013.

III. Benefits realization: savings

9. The activities of the Regional Service Centre have realized cost avoidance, savings, efficiency and productivity gains, as shown in table B.2. Further details on personnel, operational costs and the Transportation and Movements Integrated Control Centre are provided in the remainder of the annex.

Table B.2

Summary of savings realized

(Thousands of United States dollars)

Source of savings	*2010/11*	*2011/12*	*2012/13*	*Total*
Transfer of posts[a]	–	1 836.5	9 907.0	11 743.5
Abolishment of 29 posts[b]	–	–	2 447.8	2 447.8
Optimization of Control Centre operations	75 202.6	27 200.0	–	102 402.6
Post avoidance from Service Centre support to UNISFA	–	2 194.4	2 194.4	4 388.8
Total	**75 202.6**	**31 230.9**	**14 578.2**	**121 011.7**

[a] These savings are based on salaries, post adjustment and entitlements.

[b] Includes productivity gains resulting from the absence of a rest and recuperation entitlement.

10. As also mentioned in the third progress report of the Secretary-General on the global field support strategy (A/67/633), the establishment of the Regional Service Centre has allowed the Organization to realize efficiencies, savings and cost avoidance through the abolishment of posts and the avoidance of rest and recuperation entitlement. The increases in productivity, for the purposes of the present annex, are reflected in terms of the full-time equivalent of a position. In the 2012/13 period, the missions in the Great Lakes region have transferred 160 posts to the Regional Service Centre and have abolished 29 posts. In the 2013/14 period, it is proposed that these missions transfer an additional 133 posts to the Centre and abolish 43 posts, representing 43 full-time equivalents. In essence, the Centre since its establishment has created a total of 72 full-time equivalents in the form of increased productivity. With the Centre providing back-office support to peacekeeping missions in the East African region, the missions can concentrate their efforts and resources on mandate implementation and focus on substantive engagement and local capacity-building.

11. The resource requirements for the Centre cover personnel and operational costs, with a larger proportion for personnel costs. Table B.3 summarizes the Centre's overall resources since its establishment.

Table B.3

Civilian personnel and operational costs

(Thousands of United States dollars)

	Approved 2011/12	*Approved 2012/13*	*Proposed 2013/14*
Civilian personnel	3 936.3	18 009.0	26 737.9
Operational costs	5 403.6	10 167.0	11 691.1
Gross requirements	**9 339.9**	**28 176.0**	**38 429.0**
Number of posts	**39**	**199**	**332**

12. The main factor affecting the Centre's operational resource requirements is its investment in capital projects for the construction of hard-wall buildings and a data centre. The remaining elements of the Centre's operational resource requirement are directly linked to the number of staff and its footprint in the Entebbe Support Base of MONUSCO. The Centre's resources are funded by its client missions on the basis of an allocation proportionate to their approved budgets. The total costs of the Centre, with a breakdown by client mission, and analysis of the main factors affecting its performance are provided at the end of the present annex.

13. Table B.4 reflects the expected savings from post abolishment and posts transferred in 2013/14.

Table B.4

Savings expected from abolishment of posts at missions and transfer of posts to the Regional Service Centre in 2013/14

(Thousands of United States dollars)

Mission	*Number of posts to be transferred*	*Salary and common staff costs for posts after transfer* (1)	*Salary and common staff costs for posts at mission of origin* (2)	*Savings from transfer* (3)=(2-(1)	*Number of post to be abolished*	*Salary and common staff costs for posts to be abolished* (4)	*Total savings from transfers and abolishments* (5)=(3)+(4)
UNAMID	56	3 204	3 623	418	16	1 047	1 466
MONUSCO	60	3 921	5 125	1 203	14	880	2 084
UNMISS	9	386	531	145	5	188	333
UNSOA	8	726	1 009	282	2	284	566
BNUB	–	–	–	–	4	418	418
BINUCA	–	–	–	–	5	610	610
Total	**133**	**8 238**	**10 287**	**2 049**	**46**	**3 426**	**5 475**

Note: The derivation of expected savings is limited to budgeted salaries and common staff costs, without regard to other types of gains such as reduced rest and recuperation cycle or avoidance of danger pay.

IV. Lessons learned

14. Translating a vision into an operational reality is a complex and challenging undertaking. The Secretary-General's second progress report on the implementation of the global field support strategy (A/66/591) outlined the six-step process adopted by the Regional Service Centre for the implementation of phase II, the assessment and relocation of possible services from missions to the Centre, as indicated in annexes IX and X to the report of the Advisory Committee on Administrative and Budgetary Questions (A/64/660). Experience has shown that transfers require a move from individual mission-centric structures to a shared-services cross-mission operational structure. This implies that delegations of authority, processes, practices and systems must be restructured so that efficiencies and service improvements can be realized.

15. The challenges and lessons for each of the six steps have been captured. The progress is shown in table B.5 and can be summarized as follows:

(a) *Step 1: assessment.* As mentioned above, the Regional Service Centre and its client missions have undertaken the assessment of the finance and human resources functions and some components of information technology and back-office logistics. The assessments will continue through 2013 and 2014. A key challenge in the assessment process is the differing structures, modes of operation and in-country restrictions. The first assessment, completed in October 2011, identified the movement of a range of activities and 160 posts, as reported in the second progress report on the implementation of the global field support strategy (A/66/591/Add.1). However this movement was considered incomplete as the unique operational issues for some missions could not be answered, such as the timely processing of payments from a remote location for UNAMID. A second assessment was undertaken in 2012, building on the first. It identified the opportunity for further moves and alignment to the implementation of new technologies such as Inspira in 2013. This revealed that one broad assessment was not sufficient. The dynamics and the level of complexity in peacekeeping missions require assessment and reassessment of the situation. The opportunities offered by new technologies, process improvements and changes in mission operating environments should be the key triggers for a review;

(b) *Step 2: absorption.* This is the process by which groups are moved from missions on a business continuity basis. Those groups continue to operate in the Regional Service Centre as they did in the mission, but in a common facility. Mission personnel initially work in their mission cluster. This ensures that the complexity of the transfer is minimal and that missions continue to receive uninterrupted services from staff experienced in delivering the activity and familiar with the specific details of the individual mission. The entitlements, payroll and host servers of client missions have been successfully moved in this way without any disruption in service. This approach has proven to be successful in limiting delays in the transfer and ensuring service continuity;

(c) *Step 3: rationalization.* This is the process of setting targets and baselines, eliminating duplication and reducing latencies and excess posts. The identification of baselines and performance indicators is undertaken when new activities are initiated at the Centre. A major challenge is the extraction and compilation of performance data, as suitable tools are limited and most of the information must be manually collected. Suitable mission comparative data are also not available as the missions do not compile the information or have matching performance data. For the Regional Service Centre, there is inadequate transaction visibility owing to the absence of suitable business intelligence tools to regularly, accurately and electronically track performance. Implementation of the Field Support Suite applications and Umoja are expected to address this inadequacy and provide the level of business intelligence needed to identify service successes and deficiencies. The identification of the Centre's non-location-dependent and mission-dependent activities has reduced the duplication of activities across missions. This is evident in the amalgamation of mission entitlements payroll activities at the Centre under one chief, eliminating the need for a chief of payroll in each mission;

(d) *Step 4: integration.* Integration combines function elements, standardizes processes and practices, enhances and develops capacity and prepares for re-engineering. The Regional Service Centre is now moving from the short-term mission clusters established in the absorption phase to integration. For each function, staff members have been co-located with those performing a similar activity under one unit chief. The integrated organizational structure and performance reporting frame has been established. Delegations of authority across all missions for finance and human resources have been granted, allowing cross-mission transaction processing by staff members deployed from the various missions. Access to multiple mission systems has been established. The standardization of process and practices is under way through combined training sessions. Staff are working together and capacity is being shifted to meet demand where required. Regular town hall-style sessions are held with the Centre's staff to keep them informed of change and reinforce their identity as one team servicing client missions without bias;

(e) *Step 5: re-engineering.* This step reworks functions, systems, processes and practices, establishes key performance indicators and targets and mitigates risk. The Regional Service Centre is pioneering a performance management framework based on continuously measuring and tracking its activities and results. To undertake a re-engineering programme for the whole Centre, a high level of understanding by all staff and expertise is required by those expected to implement projects. Process improvement awareness courses (Lean Six Sigma methodology) and change management (Prince 2 methodology) have been delivered. The Centre also conducted customer service training to improve client orientation. The upcoming deployment of the Field Support Suite applications, Umoja and IPSAS in 2013 will bring significant changes to the Centre and the missions. The post-deployment period will require process and practice refinement and alignment, planned to be delivered throughout 2014. The current development of staff process improvement and change management skills will enable the staff to usher the Centre through the pre- and post-implementation phases of these activities;

(f) *Step 6: continuous performance improvement.* This step establishes processes for ongoing service improvements, refinements, efficiencies and enhancements. This is being undertaken for those re-engineered processes and will increase after the implementation of the Field Support Suite applications and Umoja and as the programme moves into maturity in 2014. This explains the current low implementation rates (10 to 40 per cent) to 1 July 2013 of steps 5 and 6 of the implementation process, as shown in table B.5. The road map for each section of the Regional Service Centre describes the transition from the "as is" process to the "to be" process, including business intelligence metrics and enablers.

Table B.5

Implementation rates of the six-step action-oriented process to 1 July 2013 (percentage)

	Assessment	*Absorption*	*Rationalization*	*Integration*	*Re-engineering*	*Continuous performance improvement*
Phase I projects						
Check-in/check-out	90	90	90	90	40	40
Education grant	90	90	90	90	50	10
Regional Training and Conference Centre	90	90	90	90	10	10
Transportation and Movements Integrated Control Centre	90	90	90	90	10	10
Phase II projects						
Human resources	90	90	90	60	30	30
Finance	90	90	90	60	20	20
Information technology (telephone billing, network management, help desk)	90	90	90	90	30	30
Back-office logistics, specification writing	90	90	90	90	–	–

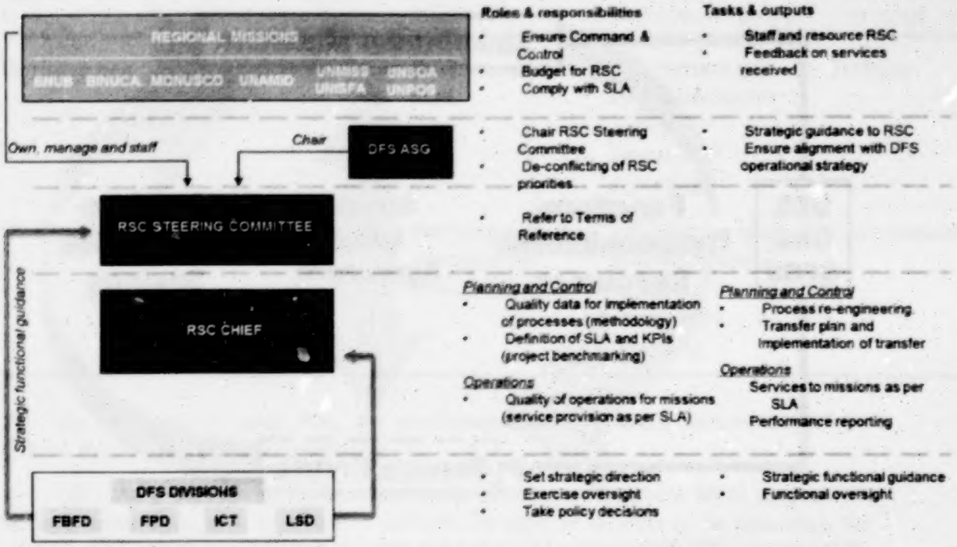
Note: Percentages are based on estimates.

V. Governance, operational framework and performance management

A. Governance and administration

16. The present annex provides details on the Centre's benchmarks and key performance indicators. The Steering Committee of the Centre is its decision-making body. The Centre and the Steering Committee operate in compliance with General Assembly resolutions, Secretariat rules and regulations, strategic guidance from Headquarters and oversight bodies. The Steering Committee consults with the implementation coordination team for the global field support strategy of the Department of Field Support, as required.

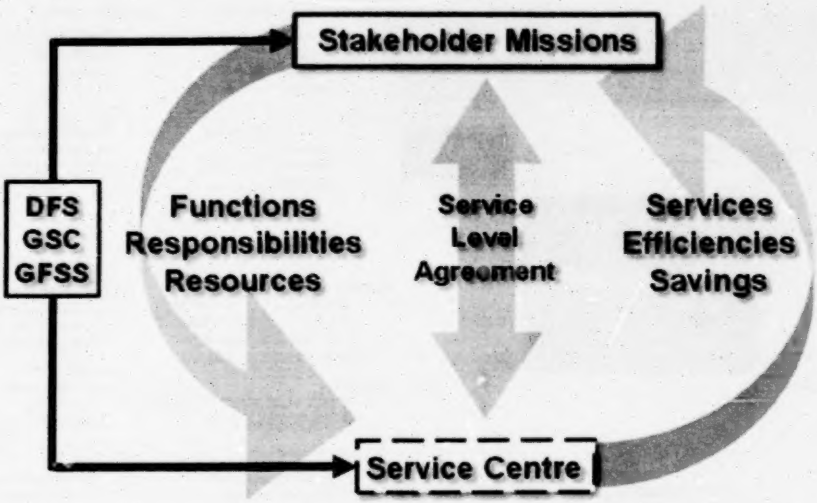
17. The Regional Service Centre, as approved by Member States, is owned and resourced by the missions it serves. This governance framework reinforces the missions' chain of command structures and lines of authority in a manner that does not create an additional layer between Headquarters and the missions. It also ensures that the Centre maintains a close and dependent relationship with the missions it serves.


Roles & responsibilities
Tasks & outputs
REGIONAL MISSIONS
BNUB
BINUCA
MONUSCO
UNAMID
UNMISS
UNISFA
UNSOA
UNPOS
• Ensure Command & Control
• Budget for RSC
• Comply with SLA
• Staff and resource RSC
• Feedback on services received
Own, manage and staff
Chair
DFS ASG
• Chair RSC Steering Committee
• De-conflicting of RSC priorities
• Strategic guidance to RSC
• Ensure alignment with DFS operational strategy
RSC STEERING COMMITTEE
• Refer to Terms of Reference
Strategic functional guidance
RSC CHIEF
Planning and Control
• Quality data for implementation of processes (methodology)
• Definition of SLA and KPIs (project benchmarking)
Operations
• Quality of operations for missions (service provision as per SLA)
Planning and Control
• Process re-engineering
• Transfer plan and implementation of transfer
Operations
Services to missions as per SLA
Performance reporting
DFS DIVISIONS
FBFD
FPD
ICT
LSD
• Set strategic direction
• Exercise oversight
• Take policy decisions
• Strategic functional guidance
• Functional oversight

Abbreviations: DFS, Department of Field Support; ASG, Assistant Secretary-General; RSC, Regional Service Centre; FBFD, Field Budget and Finance Division; FPD, Field Personnel Division; ICT, Information and Communications Technology Division; LSD, Logistics Support Division; SLA, service level agreement; KPI, key performance indicator.

B. Operational framework

18. The functions, responsibilities and resources transferred to the Centre from client missions are returned in the form of services, efficiencies and savings. This is regulated through an agreed performance framework in the form of a service-level agreement. The Centre is dependent and draws upon the approved budget resources of its client missions. That dependence, coupled with the governance structure, provides the client missions with a powerful control structure over the Centre. This relationship is depicted in the diagram below.


Stakeholder Missions
DFS
GSC
GFSS
Functions
Responsibilities
Resources
Service
Level
Agreement
Services
Efficiencies
Savings
Service Centre

Abbreviations: DFS, Department of Field Support; GSC, Global Service Centre; GFSS, global field support strategy.

C. Strengthened accountability: performance management with benchmarks, baselines and key performance indicators

19. The performance management framework of the Centre further strengthens the accountability of managers and staff. The framework consists of a set of management and analytic processes, supported by technology, that enable the Centre to define strategic and operational goals and then measure and manage performance against those goals. In defining its strategic and operational goals, the Centre established key performance indicators according to function and service line.

20. Table B.6 gives an overview of the Centre's performance management framework.

Table B.6

Overview of the performance management framework of the Regional Service Centre

Level	*Performance measure*	*Framework*	*Monitoring and reporting*	*Cross-cutting*
Enterprise-wide	Customer satisfaction, efficiency, consistency and best practice	Service level agreement	Executive dashboards	Policies and procedures
Business section	Key performance indicators	Business section plan	Dashboards, information and communications systems, customer support	Supporting systems

Level	*Performance measure*	*Framework*	*Monitoring and reporting*	*Cross-cutting*
Business unit	In-process metrics	Business unit plan	Information and communications systems, operational reporting	Training
Staff member	Individual metrics	Performance management system (Inspira)	Information and communications systems, operational reporting	Communications

21. As reflected in table B.6, the performance management framework of the Centre follows a multilayer approach:

(a) As a service provider, the Centre entered into service level agreements with its client missions, in which it defined the type of services to be provided, the resources contributed by the missions and how the quality of the services will be measured using key performance indicators. The service level agreement is the binding agreement between the Centre and its client missions, setting out the agreed services and required standards to be met by the Centre and the obligations of the client missions to the Centre. The service level agreement is used by client missions to assess the performance of the services delivered by the Centre and contains in its annexes the key performance indicators used to make this assessment;

(b) Each business section in the Centre (finance, human resources, Transportation and Movements Integrated Control Centre and operations) has defined key performance indicators against which the section as a whole is measured. The key performance indicator is the most important measure used to track the Centre's progress towards the goals contained in the service level agreement;

(c) Functional units within sections have in-process metrics which measure the time taken to complete a given process within that unit;

(d) Staff members in the units have included as part of their performance evaluation, individual process metrics and key performance indicators that are applicable to their functions.

22. The monitoring of all the above is done on a regular basis. Key performance indicators are reported to the Steering Committee and other stakeholders on a monthly basis. Table B.7 provides the details of the Centre's performance management framework.

Table B.7
Performance management framework of the Regional Service Centre

Business unit	*Key performance indicators*	*Measures*	*Management system*
Transportation and Movements Integrated Control Centre	Increase number of regional troop movement flights coordinated by the Transport and Movements Integrated Control Centre	700	CRM
	Reduce the time required to provide a transportation solution for troop movement	96 per cent correct within 5 days and 100 per cent within 14 days	CRM/FSS
	Sustain level of services to meet regional flight requirements	1,500 flights a year	CRM/FSS
	Increase level of customer satisfaction received from clients	88 per cent of customers satisfied or more than satisfied	Vovici/CRM
Education grant	Sustain level of services by maintaining a short time for settling education grant claims during peak period (July-October)	More than 96 per cent claims in less than 6 weeks	FSS
	Sustain level of services by maintaining a short time for settling education grant claims during off-peak period (November-June)	More than 96 per cent claims in less than 3 weeks	FSS/MOS
	Reduce average number of education grant claims returned to mission	Less than 12 per cent returned	FSS/MOS
Regional Training and Conference Centre	Sustain level of services in the operation of the Regional Training and Conference Centre	5,500 staff	FSS
	Sustain response time to training requests received by the Regional Training and Conference Centre	98 per cent within 24 hours	FSS
	Increase level of customer satisfaction expressed by training participants	99 per cent of customers satisfied or more than satisfied	FSS
Check-in/check-out	Reduce time required for check-in	More than 98 per cent correct in 2 days	FSS
	Reduce time required for international personnel check-outs	More than 98 per cent correct in 1 day	FSS

Business unit	*Key performance indicators*	*Measures*	*Management system*
	Sustain level of services by maintaining a short time for uniformed personnel check-outs	More than 98 per cent correct in 3 days	FSS
Finance	Reduce time required to pay valid vendor invoices	98 per cent correct within 28 days	CRM
	Reduce time required to process personnel claims	98 per cent correct within 21 days	FSS
	Maintain the time taken to process electronic bank transfers	97 per cent correct within 3 days	
	Maintain the time to process staff monthly payroll and other allowances	98 per cent correct within 5 working days	FSS/CRM
	Increase customer satisfaction rate for finance services	70 per cent of customers satisfied or more than satisfied	Vovici/CRM
Human resources	Maintain the time required to fill vacancies from rosters	98 per cent correct within 90 calendar days	Inspira
	Reduce time to settle staff entitlements and benefits	98 per cent correct within 5 working days	CRM
	Reduce time to pay entitlement travel	98 per cent correct within 14 days	CRM/FSS
	Contract extensions completed on time for payroll	100 per cent correct	CRM
	Reduce time for settlement of final pay for separating staff	98 per cent correct within 30 days	CRM
	Reduce time for issuance of tickets for official travel	98 per cent correct within 7 days	FSS
	Increase in the number of tickets issued 15 days prior to departure	75 per cent	FSS
	Increase customer satisfaction rate for human resource services	70 per cent of customers satisfied or more than satisfied	Vovici/CRM

Abbreviations: CRM, customer relationship management; FSS, Field Support Suite; MOS, management operating system.

VI. Transportation and Movements Integrated Control Centre

23. The Transportation and Movements Integrated Control Centre is one of the four initial pilot projects of the Regional Service Centre established under the global field support strategy. The Control Centre was created to provide integrated transportation and movement services to optimize transportation resources in Central and East Africa through a platform that reviews all movement requirements in the region. The Regional Service Centre is expected to coordinate regional efforts for airfield infrastructure, including ground support equipment, leading to safe operations and quick turnarounds. A governance and operational framework clearly defines the roles and relationships of Headquarters, the Global Service Centre, the Regional Service Centre and the missions. This serves as a platform for decision-making, reporting, integrated workshops and the coordination of activities.

24. In accordance with the principles of the global field support strategy, the Control Centre has initially focused on two major high-value activities: the optimization of air assets and troop rotations. The Control Centre has successfully facilitated the reconfiguration and sharing of the air fleet of the client missions and managed troop rotations for the missions, delivering savings in both these areas without compromising service.

25. At this stage of continuing growth of the Control Centre, specific goals have been set for its operations and services which include, among other things, the governance framework; reviewing processes to standardize and optimize resources, including infrastructure and airfield support equipment; quality assurance functions; key performance indicators; and setting up systems to measure performance and reporting. Others are to continue to right-sizing of the regional air fleet configuration, operationalization of all pending units, staff recruitment in line with the skill sets required and implementation of Field Support Suite modules.

A. Key performance indicators

26. The key performance indicators shown in table B.8 have been set for 2012/13 to measure the Control Centre's performance and improvements of its services.

Table B.8

Key performance indicators of the Transportation and Movements Integrated Control Centre

Key performance indicator	*Measures*	*Management system*
Response to client requests	98 per cent acknowledged within 1 day	iNeed
Response time for emergency requirements	Within reasonable time[a]	iNeed
Response time required to provide a transportation solution acceptable to the client missions	95 per cent within 5 calendar days	iNeed
Able to carry out client missions troop movements in African region	90 per cent of all planned African troop movements	iNeed

Key performance indicator	*Measures*	*Management system*
Provision of an effective and efficient integrated regional flight schedule and surge flight requirements	95 per cent of all planned flights	Field Support Suite
Aircraft flight hours utilization	80 per cent utilization of contracted flight hours	Field Support Suite
Aircraft passenger and/or cargo capacity utilization	70 per cent utilization	Field Support Suite
Improve client mission satisfaction	80 per cent of responses from the survey to be satisfactory	iNeed

Note: Prior to implementation of iNeed and the Field Support Suite, the management system will be manual.

[a] Within reasonable time will take into consideration the associated practical constraint such as availability of aircraft, diplomatic clearance, etc.

B. Cost efficiency/savings

27. The regional reconfiguration of the missions' aircraft fleet under the movement/demand analysis and coordination of the Control Centre has resulted in the reduction of 21 aircraft from the client missions with a total contract value of $57.8 million plus fuel savings of $17.4 million, resulting in total savings of $75.2 million for 2010/11, compared to the savings reported in the second report of the Secretary-General on the global field support strategy (A/66/591) of $61.3 million (excluding fuel) (see A/67/5 (Vol. II), annex X).

28. The savings generated for the period 1 July 2011 to 31 June 2012 have been estimated at $27.2 million, as shown in table B.9.

29. A further analysis of regional movements requirements for the remaining heavy cargo fleet led to the reconfiguration of the missions' aircraft fleet and the reliance on regional arrangements through the coordination and demand analysis of the Control Centre, which resulted in the removal of the following three aircraft from the fleet:

(a) UNAMID: 1 heavy cargo rotary-wing MI-26: savings of $9.2 million including fuel;

(b) UNAMID: 1 heavy cargo fixed-wing IL-76: savings of $11.7 million including fuel;

(c) MONUSCO: 1 medium cargo fixed-wing L 382/C130: savings of $6.3 million.

Table B.9

Savings realized by the Transportation and Movements Integrated Control Centre from 1 July 2011 to 30 June 2012

(United States dollars)

	Reported savings (A/66/591)			*Actual savings (excluding fuel costs)*							*Savings related to fuel costs*		
							Contract rental and operations costs		*Variance*				
Mission	*Number of aircraft*	*Type*	*Amount*	*Number of aircraft*	*Financial period*	*Months*	*Yearly price*	*Actual savings for the period*	*Amount*	*Percentage*	*Yearly budgeted*	*Actual amount for the period*	*Total savings (including fuel)*
UNAMID	1	MI-26	9 200 000	1	2011/12	6	7 200 000	–	–	–	3 594 663	2 000 000	9 200 000
	1	IL-76	11 700 000	1	2011/12	8	4 231 467	–	–	–	11 812 772	7 468 533	11 700 000
MONUSCO	1	L-100	6 300 000	1	2011/12	7	3 589 474	–	–	–	5 657 090	2 710 526	6 300 000
Total	**3**		**27 200 000**	**3**	**2011/12**		**15 020 941**	**–**	**–**	**–**		**12 179 059**	**27 200 000**

Note: These savings may be subject to further review by the Board of Auditors in the next audit cycle.

30. Total savings since the establishment of the Control Centre to the end of June 2012 amount therefore to $102.4 million for 24 aircraft (see para. 27 and table B.9 above).

VII. 2011/12 budget performance and 2013/14 consolidated financial and human resources requirements of the Regional Service Centre

31. The following summarizes the budget performance of the Regional Service Centre for the financial period from 1 July 2011 to 20 June 2012 and reports on the consolidated financial and human resources required for the operation of the Centre during the period from 1 July 2013 to 30 June 2014, including the share of the resource requirements to be allocated to each of the individual client missions. These requirements are part of the proposed 2013/14 budgets of the five peacekeeping client missions, namely, MONUSCO, UNAMID, UNMISS, UNISFA and UNSOA. Contributions are also made by the three special political missions served by the Centre (BINUCA, BNUB and UNPOS) (see A/67/346, Add.3). This funding information should therefore be read in conjunction with the financing reports for the respective field operations.

A. Deliverables and support framework performance

32. During 2011/12, the Centre focussed its logistical and administrative services on UNAMID, UNMISS, MONUSCO, UNSOA and UNISFA for the four initial projects: check-in and check-out, processing of education grants, operation of the Regional Training and Conference Centre and the Transportation and Movements Integrated Control Centre.

33. Although it was the first year of operation, the Centre demonstrated a higher than anticipated level of service delivery in all four pilot projects. This was the result of a continued emphasis by the client missions on shifting their support model to facilitate support from a shared and regional perspective. This included reconfiguring contracts, increasing the use of shared training facilities in Entebbe and increased use of Entebbe as the entry point for various mission areas. The information in the present report on actual outputs delivered by the Centre during 2011/12 supersedes the information included in the performance report of each client mission.

Planned indicators of achievement	*Actual indicators of achievement*
1.1.1 Reduction of time required for check-in/check-out (2010/11: 12 days; 2011/12: 2 days)	2 days. The process of checking in all personnel categories arriving at the Centre for deployment to respective duty stations was spread over 2 working days, exclusive of induction courses and briefings coordinated by the Regional Training and Conference Centre and the United Nations security and medical services

1.1.2 Reduction in processing time for settling education grant claims (2010/11: 5 months; 2011/12: 7 weeks)	The average time for settling education grant claims was 7 weeks, in the non-peak season (January to June), 4 to 6 weeks, and in peak season (July to December), 8 to 10 weeks
1.1.3 Increased number of participants (regional staff) for the Regional Training and Conference Centre (2010/11: 2,000 staff; 2011/12: 3,000 staff)	4,385 participants (MONUSCO: 1,295; UNAMID: 584; UNMISS: 1,408; UNISFA: 113; other United Nations entities: 985). The higher requirement was due partly to UNMISS training and induction courses being held in Entebbe
1.1.4 Increased number of regional flights coordinated by the Transportation and Movements Integrated Control Centre (2010/11: 50; 2011/12: 100)	292 flights (MONUSCO: 164; UNAMID: 128). The higher requirement resulted from cancellation by MONUSCO of the mission's contract with the carrier for the B-737 aircraft, following the crash in Kinshasa. Consequently, the Control Centre increased the frequency of regional flights between Entebbe, El-Fasher and Nyala

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Check-in and check-out of 400 staff	Yes	2,130 (MONUSCO: 797; UNAMID: 70; UNMISS: 1,066; UNISFA: 97), including 850 international, national and United Nations Volunteers and 1,280 military observers and United Nations police. The higher output was due to all checking in and checking out of UNMISS personnel and all MONUSCO United Nations Volunteers being processed through Entebbe. In addition, the check-in of military and police personnel are also now done in Entebbe
Processing of 4,500 educational grant claims	Yes	5,956 (MONUSCO: 1,416; UNAMID: 1,619; UNMISS: 946; UNSOA: 194; UNISFA: 5; BNUB: 72; BINUCA: 51; UNPOS: 66; other 12 African missions: 1,587). The higher output is attributable to larger number of staff being entitled to education grants following the harmonization of the conditions of contracts
80 regional training sessions and conferences held with participation of 3,000 staff from regional missions	Yes	236 regional training sessions and conferences for 4,385 participants, including 53 induction courses (MONUSCO: 7; UNMISS: 36; UNISFA: 5; UNSOA: 5). The higher output was due to use of Entebbe by UNMISS for all its training and induction courses
100 regional flights coordinated by Transportation and Movements Integrated Control Centre	Yes	292 flights coordinated. (MONUSCO: 164; UNAMID: 128). The higher requirement resulted from cancellation by MONUSCO of the mission's contract with the carrier for a B-737 aircraft. Consequently, the Control Centre increased the frequency of regional flights between Entebbe, El-Fasher and Nyala. Further, an additional sector was incorporated in the MONUSCO regional flights managed by the Control Centre

B. Financial resources performance

34. The approved resources for the period from 1 July 2011 to 30 June 2012 amounted to $9,339,900 in support of 39 posts. During that period, the expenditure of the Regional Service Centre amounted to $6,119,800, an underexpenditure of 34.5 per cent. Since the Centre is a service provider, 42.1 per cent of its approved resources for 2011/12 were under the civilian personnel category of expenditure, compared to the average of 22 per cent in a typical peacekeeping mission. Details by class are shown in table B.10.

Table B.10

Summary of financial performance, 1 July 2011 to 30 June 2012

(Thousands of United States dollars)

			Variance	
	Apportionment	*Expenditure*	*Amount*	*Percentage*
Category	*(2)*	*(3)*	*(4)*	*(5)*
Civilian personnel				
International staff	3 603.0	2 504.3	1 098.7	30.5
National staff	278.7	75.9	202.8	72.8
United Nations Volunteers	54.6	46.6	8.0	14.7
Subtotal	**3 936.3**	**2 626.8**	**1 309.5**	**33.3**
Operational costs				
Official travel	50.0	133.0	(83.0)	(166.0)
Facilities and infrastructure	5 148.7	3 074.1	2 074.6	40.3
Ground transportation	87.1	108.2	(21.1)	(24.2)
Communications	61.1	18.1	43.0	70.4
Information technology	41.6	60.0	(18.4)	(44.2)
Medical	6.4	24.5	(18.1)	(282.8)
Special equipment	–	–	–	–
Other supplies, services and equipment	8.7	75.1	(66.4)	(763.2)
Subtotal	**5 403.6**	**3 493.0**	**1 910.6**	**35.4**
Gross requirements	**9 339.9**	**6 119.8**	**3 220.1**	**34.5**
Staff assessment income	937.7	260.1	677.6	72.3
Net requirements	**8 402.2**	**5 859.7**	**3 112.8**	**37.0**
Voluntary contributions in kind (budgeted)	–	–	–	–
Total requirements	**8 402.2**	**5 859.7**	**3 112.8**	**37.0**

35. An explanation of variances for the performance period 2011/12 is provided below for each class of expenditure (resource variance amounts are expressed in thousands of United States dollars).

	Variance	
International staff	$1 098.7	30.5%

36. The variance was mainly due to a higher actual average vacancy rate than budgeted (the budgeted vacancy rate was 25 per cent, while the actual average vacancy rate was 54 per cent). This was attributable to a late staffing exercise that was only recently completed.

	Variance	
National staff	$202.8	72.8%

37. The variance was principally due to the fact that the actual average vacancy rate was 71 per cent across the financial year compared to the budgeted vacancy rate of 5 per cent. The situation is to be addressed by a major recruitment exercise to be held locally in February 2013 to attract candidates.

	Variance	
United Nations Volunteers	$8.0	14.7%

38. The provision for one United Nations Volunteer was not fully utilized owing to the unanticipated repatriation of the personnel. A replacement was found subsequently, but the position was left vacant for a few months pending his arrival.

	Variance	
Official travel	($83.0)	(166.0%)

39. The overexpenditure was mainly due to additional requirements for support required by the Centre in administrative areas including general administrative support, assistance with budget preparation, mapping out office space allocation for the influx of staff and support-related travel of the Centre's administrative personnel.

	Variance	
Facilities and infrastructure	$2 074.6	40.3%

40. The variance was mainly attributable to delays in establishing contracts for various projects, including a main office building, data centre and design services.

	Variance	
Ground transportation	($21.1)	(24.2%)

41. The variance was attributable to the higher number of vehicles required for the Centre than the 11 budgeted.

	Variance	
Communications	$43.0	70.4%

42. The variance resulted mainly from lower personnel levels than anticipated, coupled with better management of the pouch services.

	Variance	
Information technology	($18.4)	(44.2%)

43. The variance was due to additional training activities supported by the Centre which necessitated additional expendables such as toners and other supplies, partly offset by lower requirements for licenses and acquisitions.

	Variance	
Medical	($18.1)	(282.8%)

44. The higher expenditures reflect the service level agreement, which was set at a higher rate per person than budgeted.

	Variance	
Other supplies, services and equipment	($66.4)	(763.2%)

45. The higher requirements were mainly due to publication costs to advertise national staff positions, for which no provision was made, as well as temporary support for the increased number of training sessions conducted by the Centre.

46. A breakdown of the expenditure by client mission is reflected in table B.11. Since the services delivered were received by all client missions, each client mission would reflect its allocation of the expenditure on the basis of an agreed distribution model and report its share of expenditure in the context of its individual budget performance report for 2011/12.

Table B.11

Expenditure distribution by mission

(United States dollars)

	Allotment (2011/12)	Expenditure (2011/12)								Unencumbered balance
		MONUSCO	*UNAMID*	*UNISFA*	*UNMISS*	*UNSOA*	*BINUCA*	*BNUB*	*Total*	
International staff	3 603 000	767 818	1 204 133	–	532 345	–	–	–	2 504 295	1 098 705
National staff	278 700	75 939	–	–	–	–	–	–	75 939	202 761
United Nations Volunteers	54 600	46 611	–	–	–	–	–	–	46 611	7 989
Consultants	–	–	–	–	–	–	–	–	–	–
Official travel	50 000	42 471	49 532	2 350	31 024	7 107	355	136	132 975	(82 975)
Facilities and infrastructure	5 148 700	2 592 794	211 023	14 456	231 753	21 223	1 414	1 401	3 074 065	2 074 635
Ground transportation	87 100	29 295	45 576	1 391	25 382	5 964	478	139	108 225	(21 125)
Communications	61 100	3 724	5 251	107	8 157	816	20	8	18 083	43 017
Information technology	41 600	12 712	21 686	1 310	21 339	2 923	–	23	59 993	(18 393)
Medical services	6 400	1 519	7 114	81	15 373	348	17	7	24 459	(18 059)

		Expenditure (2011/12)								
	Allotment (2011/12)	*MONUSCO*	*UNAMID*	*UNISFA*	*UNMISS*	*UNSOA*	*BINUCA*	*BNUB*	*Total*	*Unencumbered balance*
Other supplies services and equipment	8 700	16 093	33 153	1 358	20 866	3 289	271	95	75 125	(66 425)
Total	**9 339 900**	**3 588 976**	**1 577 468**	**21 053**	**886 239**	**41 670**	**2 555**	**1 809**	**6 119 770**	**3 220 130**

C. Human resources performance

47. The 39 posts approved for the Centre for 2011/12 were contributed by three client missions (UNAMID, UNMISS and MONUSCO) and remain part of the missions' individual staffing tables.

48. Since it was an initial period of operation, the Centre had a higher than expected level of vacancies. The main reason for the high vacancy rates was the re-profiling of posts as the Centre established a governance framework and clarified its role. Of the 39 posts approved, 24 were international posts, for which the Centre had an average vacancy rate of 54 per cent. Of the 14 national posts, the vacancy rate was 71 per cent. One United Nations Volunteer position was not encumbered for an extended period owing to the unanticipated repatriation of the incumbent.

49. Vacancies have now been addressed as more posts are transferred in the current period along with the movement of international staff with the posts. The Centre also plans to address the need for national staff with a local recruitment drive.

VIII. Consolidated resource requirements for 2013/14

A. Resource planning assumptions

50. The primary driver of resources for the Centre during 2013/14 will be the higher number of staff proposed to be located in Entebbe arising out of the major integration of financial and human resources services for the eight client missions. The budget proposal is based on the continuation of the planning initiated in 2012/13, when a limited number of finance and human resources posts were initially transferred to Entebbe to begin the sharing of centralized services in these two areas. In 2013/14, the Centre will see the maturing of its plan aimed at establishing it as the primary provider of finance and human resources services to its client missions.

51. As the Centre matures, it will seek to streamline business processes, address emerging challenges such as the implementation of IPSAS and Umoja and the roll-out of Inspira, and achieve efficiency goals set out under the global field support strategy. Information technology support from the client missions and Headquarters are needed for this process. Increased efforts are also in place to improve the monitoring and tracking of Centre-related expenditures.

52. To facilitate this expansion, the finance and human resources sections of the missions and the Centre, with the cooperation of the Department of Field Support, designed their end-state vision of the service delivery model for the Centre in

2013/14. The end-state provided the key principles for the formulation of the staffing requirements for 2013/14. The Centre has also set up an administrative structure that fits its need as a service provider, using posts relocated from various client missions. Staffing resources have also been identified to support the Centre in facilitating its client missions, as well as the Centre itself, in the roll-out of IPSAS and Umoja, a key responsibility for the Centre in 2013/14. The planning process is accompanied by broad road maps to ensure proper planning from the beginning of 2013/14.

53. The new model for financial services in the client missions of the Centre is based on the delivery of non-location-dependent activities from Entebbe to avoid duplication of functions. This calls for a single chief finance officer based in Entebbe responsible for the full range of financial services across all eight client missions, without duplicating a similar senior leadership function in the missions. The missions would retain finance offices in their mission areas as an extension of the finance section in the Centre only to the extent necessary to conduct location-dependent activities, primarily for disbursement of cash or serving as focal points for the wider finance functions. The role of financial adviser in the missions previously held by the chief finance officers would shift to the chief budget officers retained in the missions. This model would allow for greater efficiency by avoiding duplication of functions, and reducing staffing requirements in the 2013/14 financial period, as well as improving standardization of practices and procedures across all client missions. The imminent roll-out of Umoja and IPSAS was also a major consideration for the rapid consolidation of financial services, which is expected to mitigate the risks of fragmented implementation.

54. The planned service model for human resource functions is also premised on the delivery of non-location-dependent activities as well as the avoidance of duplication. Owing to the need for the chiefs and directors of mission support to maintain the benefit of having senior leadership advice on human resources matters, the client missions would each retain a chief human resources officer. It is also proposed to have a position of Chief Human Resources Officer (P-5) based in Entebbe to lead the human resources personnel of the Centre. Staffing levels have been reviewed and adjusted to cater to the location-dependent activities that are expected to be retained in the mission areas.

55. Furthermore, the Centre has undertaken an initial review of the potential for information technology and back-office logistic functions currently being performed in the client missions to be transferred to the Centre. Preliminary findings have concluded that a limited number of non-location-dependent functions could be performed by the Centre. The Centre's functions and staffing requirements proposed for 2013/14 have been developed on the basis of this limited process pending a further in-depth review.

56. The Centre continues to operate in conjunction with MONUSCO in the Entebbe Support Base, where an operational management framework has been defined in which the host mission, MONUSCO, performs the role of landlord. This framework is based mainly on the operational level agreement reached between MONUSCO and the Centre's client missions with regard to the administration of the Centre in Entebbe.

57. The base has experienced a significant growth in the number of staff owing to the growing demand. To cater this as well as the expected influx of additional staff for finance and human resources, the Centre started the construction of two two-

storey buildings in November 2012, with a planned completion date of December 2013. In order to accommodate the immediate influx of personnel pending the completion of the buildings, the Centre, with the support of MONUSCO, has initiated the erection of prefabricated modules which will host 150 staff.

B. Deliverables and support framework performance

58. So far, service delivery for finance and human resources has been limited to UNAMID, UNMISS, MONUSCO and UNISFA. The financial year 2013/14 will see an expansion of these services to incorporate all eight client missions (noting that support for UNPOS is provided by UNSOA). The support framework for the Centre during 2013/14 has also been expanded to allow for services that the Centre is expected to deliver and to improve accountability by relating deliverables to each of the client missions. This would improve the accountability framework as well as setting up a base for possible improvement to the funding model of the Centre. The framework also includes responsibility in the management of the Centre on behalf of the client missions.

59. Operational responsibility remains with the Chief of the Centre, who is tasked with managing the Centre, achieving operational targets set by the Steering Committee, overseeing projects and providing strategic guidance and technical support.

60. The results-based budgeting framework of the Centre for 2013/14 is presented below.

Expected accomplishments	*Indicators of achievement*
1.1 Fully functioning Regional Service Centre in line with the global field support strategy	1.1.1 Completion of all six transition phases — assessment, absorption, rationalization, integration, re-engineering and continuous improvement for Steering Committee-approved functions transferred from client missions
	1.1.2 Initiate the re-engineering of information technology and back-office logistics functions for the Regional Service Centre
	1.1.3 Effective management of 7 service level agreements

Outputs

- 10 continuous improvement projects completed on finance, human resources, information technology and back-office logistics
- Implementation of 10 Field Support Suite modules (eFOM, eTicketing, eMOP, eCMR, eF10, ePT8, eAttendance, eAccommodation, eCheck-in/eCheck-out and Education Grant II) and iNeed (including self-service), Umoja (Foundation phase) and executive dashboards
- Provide cross-cutting support to implementation of IPSAS
- Finalize business continuity plan and implement business continuity system

Expected accomplishments	*Indicators of achievement*
1.2 Effective and efficient check-in/check-out support to clients	1.2.1 Reduction of time required for check-in (2011/12: more than 95 per cent completed in 2 days; 2012/13: more than 98 per cent completed in 2 days; 2013/14: more than 98 per cent completed in 2 days and 100 per cent completed in 7 days)
	1.2.2 Reduction of time required for international personnel check-outs (2011/12: more than 95 per cent completed in 1 day; 2012/13: more than 98 per cent completed in 1 day; 2013/14: more than 98 per cent completed in 1 day and 100 per cent completed in 5 days)
	1.2.3 Sustained level of services by maintaining a short time for uniformed personnel check-outs (2011/12: more than 98 per cent completed in 3 days; 2012/13: more than 98 per cent completed in 3 days; 2013/14: more than 98 per cent completed in 3 days and 100 per cent completed in 7 days)

Outputs

- Check-in and check-out of 1,500 civilian personnel inclusive of international staff and United Nations Volunteers
- Check-in and check-out of 3,500 uniformed personnel

Expected accomplishments	*Indicators of achievement*
1.3 Effective and efficient education grant processing support to clients	1.3.1 Sustained level of services by maintaining a short time for settling education grant claims during peak period (July-October) (2011/12: more than 96 per cent in less than 7 weeks; 2012/13: more than 96 per cent in less than 7 weeks; 2013/2014: more than 96 per cent in less than 6 weeks)
	1.3.2 Sustained level of services by maintaining a short time for settling education grant claims during off-peak period (November-June) (2011/12: more than 96 per cent in less than 4 weeks; 2012/13: more than 96 per cent in less than 4 weeks; 2013/14: more than 96 per cent in less than 3 weeks)
	1.3.3 Reduction in average number of education grant claims returned to mission (2011/12: 20 per cent; 2012/13: less than 15 per cent; 2013/14: less than 12 per cent)

Outputs

- Processing of 6,000 education grant claims

Expected accomplishments	*Indicators of achievement*
1.4 Effective and efficient Regional Training and Conference Centre support to client	1.4.1 Sustained level of services in the operation of the Regional Training and Conference Centre (2011/12: 3,000; 2012/13: 3,000; 2013/14: 6,000)
	1.4.2 Sustained level of services in response time to training requests received by the Regional Training and Conference Centre (2011/12: 98 per cent within 24 hours; 2012/13: 98 per cent within 24 hours; 2013/14: 98 per cent within 24 hours)
	1.4.3 Increased level of customer satisfaction received from training participants (2011/12: 98.8 per cent of customers satisfied or more than satisfied; 2012/13: 99 per cent of customers satisfied or more than satisfied; 2013/14: 99 per cent of customers satisfied or more than satisfied)

Outputs

- 250 regional training sessions and conferences held with participation of 6,000 staff from regional missions

Expected accomplishments	*Indicators of achievement*
1.5 Effective and efficient regional troop movement support to clients	1.5.1 Increased number of regional troop movement flights coordinated by the Transportation and Movements Integrated Control Centre (2011/12: 100; 2012/13: 600; 2013/14: 1,179)
	1.5.2 Reduction in the time required to provide a transportation solution for troop movements (2011/12: 95 per cent within 5 days; 2012/13: 95 per cent completed within 5 days; 2013/14: 96 per cent within 5 days and 100 per cent within 14 days)

Outputs

- Coordination of 1,179 troop movement flights using United Nations long-term charter aircraft

Expected accomplishments	*Indicators of achievement*
1.6 Effective and efficient integrated regional flight schedule operation	1.6.1 Sustain level of services to regional flight requirements (2011/12: 292; 2012/13: 596; 2013/14: 1,500 flights per year)

Outputs

- 1,500 regional flights a year in support of UNMISS, MONUSCO and UNAMID

Expected accomplishments	*Indicators of achievement*
1.7 Effective and efficient support to surge requirements for transportation	1.7.1 Increased level of customer satisfaction received from clients (2011/12: 70 per cent; 2012/13: 80 per cent; 2013/14: 88 per cent)

Outputs

- Total of 80 flights conducted

Expected accomplishments	*Indicators of achievement*
1.8 Effective and efficient financial services to clients	1.8.1 Reduction in time required to pay valid vendor invoices (2011/12: not applicable; 2012/13: 98 per cent within 28 days; 2013/14: 98 per cent within 27 days) 1.8.2 Reduction in time required to process personnel claims (2011/12: not applicable; 2012/13: 98 per cent within 28 days; 2013/14: 98 per cent within 21 days) 1.8.3 Maintain the time taken to process electronic bank transfers (2011/12: not applicable; 2012/13: 97 per cent within 3 days; 2013/14: 97 per cent within 3 days) 1.8.4 Maintain the time to process staff monthly payroll and pay other allowances (2011/12: not applicable; 2012/13: 95 per cent within 5 days; 2013/14: 98 per cent within 5 days) 1.8.5 Increased customer satisfaction rate for finance services (2011/12: not applicable; 2012/13: 70 per cent; 2013/14: 80 per cent)

Outputs

- 8 monthly financial statements for UNMISS, MONUSCO, UNAMID, UNISFA, UNSOA, BINUCA, BNUB, UNPOS prepared in compliance with IPSAS standards
- Pay 80,000 personnel claims
- Pay 3,940 international staff through local payroll
- Pay 8,500 national staff through local payroll
- Pay 13,000 uniformed personnel through local payroll
- Pay 1,800 United Nations Volunteers through local payroll
- Pay 6,000 individual contractors located in Entebbe through local payroll
- Pay 4,500 vendors

Expected accomplishments	*Indicators of achievement*
1.9 Effective and efficient human resources services to clients	1.9.1 Maintain the time required to fill vacancies from field central review board rosters (2011/12: not applicable; 2012/13: 98 per cent within 90 days; 2013/14: 98 per cent within 90 days)
	1.9.2 Reduction in time to approve staff entitlements and benefits (2011/12: not applicable; 2012/13: not applicable; 2013/14: 98 per cent within 14 days)
	1.9.3 Reduction in time to pay entitlement travel (2011/12: not applicable; 2012/13: not applicable; 2013/14: 98 per cent within 14 days)
	1.9.4 Reduction in time to pay assignment grant (2011/12: not applicable; 2012/13: not applicable; 2013/14: 98 per cent within 5 days)
	1.9.5 Contract extensions completed on time for payroll (2011/12: not applicable; 2012/13: not applicable; 2013/14: 100 per cent)
	1.9.6 Reduce time for settlement of final pay for separating staff (2011/12: not applicable; 2012/13: not applicable; 2013/14: 98 per cent within 30 days)
	1.9.7 Reduction in time for issuance of tickets for official travel (2011/12: not applicable; 2012/13: not applicable; 2013/14: 98 per cent within 7 days)
	1.9.8 Increase in the number of tickets issued 15 days prior to departure (2011/12: not applicable; 2012/13: not applicable; 2013/14: 75 per cent)
	1.9.9 Increased customer satisfaction rate for human resources services (2011/12: not applicable; 2012/13: 70 per cent; 2013/14: 90 per cent)

Outputs

- 1,300 offers issued for international positions
- 12,000 contracts extended for national and international staff
- 750 assignment grants paid
- 40,000 entitlements and benefits approved
- 15,000 airline tickets issued including civilian staff and uniformed personnel

Expected accomplishments	*Indicators of achievement*
1.10 Effective and efficient support to the Regional Service Centre	1.10.1 Effective and efficient management of the 332 staff members

1.10.2 Effective and efficient financial and post management reflected in 8 missions, including cost recovery

1.10.3 Effective and efficient management of all assets of the Centre

1.10.4 Continuous improvement of the operational level agreement with MONUSCO

1.10.5 Optimal allocation of space for all 332 staff

Outputs

- Design and construction of the 2 office buildings and a conference centre
- 12 monthly financial statements of the Centre which accurately reflect contribution of each mission
- 12 monthly post incumbency reports
- Design and maintenance of a dedicated database for the management of assets of the Centre which are funded from 8 missions
- 4 quarterly reviews of the operational framework detailed in the operational level agreement with MONUSCO

External factors

- Delays by the stakeholder missions in the deployment of functions and personnel
- Security Council resolutions and changes in the mandates of the client missions
- Implementation of 6 Field Support Suite modules and iNeed

C. Funding model

61. No separate funding assessment is made for the Regional Service Centre. Each mission contributes a portion of its budget to the operational requirements of the Centre, based on the proportion of its approved budget to the total approved budgets of the Centre's client missions, while staff costs are fully absorbed by the parent missions. While this model allows for flexibility in relation to the demands on the services provided, the Centre may be outgrowing the model. As more and detailed costs of operations are compiled and empirical evidence is gathered by the Centre, the possibility of introducing a better funding model, such as a fee for service model, may arise.

62. The Centre's 2013/14 resourcing requirements will be met along two separate tracks:

(a) Staffing is provided from within the existing staffing resources proposed for UNAMID, MONUSCO, UNMISS, and UNSOA in their 2013/14 budget proposals (that is, civilian personnel costs will continue to be borne by the respective client mission contributing each staff member). UNISFA continues to be an integral part of the Centre and was set up on the proposition that support would come from the Centre where possible, hence its existing staffing table has been minimized to reflect this position. BNUB and BINUCA have proposed the abolishment of some positions but will not transfer any to the Centre. The staffing implications of the Centre arrangements have already been reflected in the 2013 budget proposals for BNUB and BINUCA (see A/67/343/Add.3);

(b) Operational requirements are apportioned across all client missions and met within the cost estimates proposed for each client mission.

D. Financial resources requirements and distribution

63. The Centre's resources requirements proposed for the period 2013/14 amount to $38.2 million and 332 posts, an increase of $10.0 million (or 35.6 per cent) compared to 2012/13. During the 2013/14 financial period, the Centre will continue to support eight client missions, namely MONUSCO, UNAMID, UNMISS, UNISFA, UNSOA, BNUB, BINUCA, and UNPOS. The main elements of the resource requirements include:

(a) An increase in the Centre's staffing from 199 posts approved for 2012/13 to 332 posts proposed for 2013/14, an increase of 67 per cent. The increase reflects the additional transfer of 69 finance and 55 human resource posts and the inclusion of some posts for information technology (7 posts) and logistics (2 posts). Accordingly, funding for staffing resources will increase by 47 per cent over the current year. Staffing costs remain a significant portion of the proposed resources at 69 per cent of the total proposed budget (64 per cent for 2012/13).

(b) Construction projects originally planned to be implemented in the 2012/13 financial period, including the construction of two hard-wall office buildings and a training centre along with other improvements to the base. Requirements for hard-wall office buildings and the training centre are proposed in the 2013/14 budget period for a total amount of $6 million. In addition, the Centre will contribute $1.6 million towards the total cost of the improvement of sewerage, water drainage and security gates at the Entebbe Support Base. After these capital investments, the Centre no longer foresees major needs for construction projects beyond the normal upkeep of infrastructure;

(c) The Centre will require a total of $395,500 in consultancy services for continuous process improvements and business continuity. Improvements in the business process are critical for the Centre and its service delivery, with a proposal to review service lines using the Lean Six Sigma methodology. The consultants would train and lead teams to review specific processes within service lines with the aim of creating more efficiencies and implementing short-term solutions. In addition to process improvements, the Centre is currently completing a risk assessment analysis which will lead to the development of a business continuity policy and a plan for implementation. Such expertise is not available in-house and is needed for the short term only. Consequently, expertise in business continuity management will be required to complete the efforts that have started in the current period;

(d) Communications and information technology requirements to support the hosting of servers in Entebbe as the Centre will be performing finance and human resources functions that require intensive use of systems infrastructure. In the context of ensuring continuity in operations and to counter the various power failures experienced in Entebbe, the Centre would also need to acquire a power backup system to mitigate the system down-time and loss of service.

64. For the period from 1 July 2013 to 30 June 2014, the proposed resource requirements for the Centre reflect an increase from $28.2 million approved for 2012/13 to $39.0 million in 2013/14. Table B.12 summarizes the distribution of resources requirements by client mission.

Table B.12

Financial requirements distributed by mission for the financial period 2013/14

(Thousands of United States dollars)

	RSCE	*MONUSCO*	*UNAMID*	*UNMISS*	*UNSOA*	*UNISFA*	*BNUB*	*BINUCA*	*UNPOS*
Budget (millions of United States dollars)		**1 359.4**	**1 352.8**	**936.5**	**448.4**	**305.4**	**17.5**	**20.5**	**20.4**
Funding (per cent)		**33.17**	**33.31**	**26.36**	**4.99**	**1.77**	**0.12**	**0.14**	**0.14**
Civilian personnel costs									
International staff	24 311.7	8 264.4	8 428.7	6 882.3	736.3	–	–	–	–
National staff	2 068.4	519.9	688.5	817.9	42.1	–	–	–	–
United Nations Volunteers	889.6	558.6	–	331.0	–	–	–	–	–
Subtotal	**27 269.7**	**9 342.9**	**9 117.2**	**8 031.2**	**778.4**	**–**	**–**	**–**	**–**
Operational costs									
Consultants	395.5	121.2	130.6	75.7	39.4	23.3	1.6	1.9	1.8
Official travel	223.3	68.4	73.8	42.8	22.3	13.1	0.9	1.0	1.0
Facilities and infrastructure	7 903.3	2 421.7	2 610.9	1 513.1	787.4	464.9	31.5	37.0	36.8
Ground transportation	179.5	55.0	59.3	34.4	17.9	10.6	0.7	0.8	0.8
Communications	1 340.9	410.9	443.0	256.7	133.6	78.9	5.3	6.3	6.2
Information technology	1 424.1	436.3	470.5	272.6	141.9	83.8	5.7	6.7	6.6
Medical	91.4	28.0	30.2	17.5	9.1	5.4	0.4	0.4	0.4
Other supplies, services and others	133.1	40.8	44.0	25 5	13.3	7.8	0.5	0.6	0.6
Subtotal	**11 691.1**	**3 582.3**	**3 862.3**	**2 238.3**	**1 164.9**	**687.8**	**46.6**	**54.7**	**54.2**
Total	**38 960.8**	**12 925.2**	**12 979.5**	**10 269.5**	**1 943.3**	**687.8**	**46.6**	**54.7**	**54.2**

Note: For peacekeeping missions, the approved 2012/13 budget is used as the basis of distribution. For special political missions, the approved 2012 budget is used.

E. Human resources requirements and distribution

65. Following the transfer of 160 posts (70 finance and 90 human resources posts) to the Centre in 2012/13, positive progress made by the Centre enabled further improvements to the service delivery model. During the 2013/14 period, the Centre's staffing complement will therefore see an increase in the total number of

posts from 199 to 332. The structure of the Centre is also reshaped to address its additional responsibilities and absorb the influx of additional staff. The new structure gives a clear definition of roles and responsibilities that promotes line management responsibility within a function or service line, supports a reporting and performance management function, defines the roles and responsibilities for overall cross-cutting management and further outlines the strategic direction given by the Chief of the Centre.

66. The revised structure of the Centre comprises five sections: Planning and Control Section, Operations and Administration Section, Financial Services Section, Human Resources Section and the Transportation and Movements Integrated Control Centre. Each section reports to the Chief of the Centre and is made up of specific units that support the overall function of the section.

67. The Chief of the Centre (D-1) is tasked with managing the Centre, achieving operational targets set by the Steering Committee, overseeing projects and providing strategic guidance and technical support.

Office of the Chief

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Approved posts 2012/13	–	1	2	–	–	**3**	–	–	**3**
Proposed posts 2013/14	–	1	–	1	–	**2**	1	–	**3**
Net change	–	–	**-2**	**1**	–	**-1**	**1**	–	**0**

68. As the Centre evolves and matures, it will be necessary for it to review its organizational structure to find the one that best suits its business plan. This has been addressed with the establishment of two new sections that aim at continuous business improvements, performance management, management of clients and development of a communication strategy.

69. The Planning and Control Section is a new section that will provide the Centre with the necessary set-up to administer the change management business that is delivered by the Centre. It is headed by a Chief (P-5) who is responsible for change management and business continuity, quality assurance and business intelligence and acts as the focal point in the Centre for Umoja and IPSAS. A key responsibility of the section is to provide the planning, project management and communications packages to facilitate the smooth transition from mission-centric functions to optimized and measured shared services. It also drives the changes to improve processes directly and to develop internal capacity for the future. This section will also oversee the implementation of the Field Support Suite and other in-house systems of the Department of Field Support that are being developed for the Centre's operations.

Planning and Control Section

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff*	*United Nations Volunteers*	**Total**
Approved posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	4	3	7	**14**	4	3	**21**
Net change	**–**	**–**	**4**	**3**	**7**	**14**	**4**	**3**	**21**

70. The Operations and Administration Section is the second new section. It is headed by a Chief (P-5) and is tasked with the overall administration of the Centre including personnel and financial and assets management. In this context, the section is tasked with preparing consolidated performance and budget reports and monthly financial positions, monitoring the Centre's expenditures by reviewing and approving monthly expenditures incurred by MONUSCO on behalf of the Centre and ensuring that each mission's share of the expenditure is properly reflected in the accounts. Within this section are also the client support desk, specification writing, management of the Regional Training and Conference Centre and check-in and check-out.

Operations and Administration Section

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff*	*United Nations Volunteers*	**Total**
Approved posts 2012/13	–	–	0	–	9	**9**	10	1	**20**
Proposed posts 2013/14	–	–	3	2	16	**21**	12	1	**34**
Net change	**–**	**–**	**3**	**2**	**7**	**12**	**2**	**–**	**14**

71. The Financial Services Section is responsible for the delivery of financial services to all client missions in the areas of general accounting, vendor payments, claims processing, payroll processing and cashiers services from Entebbe. The client missions also retain a small number of finance staff to complement the finance staff in the Centre in line with the service delivery model of the section. In order to avoid duplication of services, only one chief finance officer at the P-5 level has been retained in the Centre leading to the abolishment of all other similar posts in the client missions. Provision of local disbursement services as well as an essential presence in key field offices has also been retained where operationally necessary. These local offices will also serve as an extension of the Finance Services Section of the Centre to ensure standard coverage of services across all client missions, avoid duplications of functions and ensure that economies of scale are fully realized.

Financial Services Section

Civilian staff	International staff						National staff	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	**Subtotal**			
Approved posts 2012/13	–	–	6	3	33	**42**	26	2	**70**
Proposed posts 2013/14	–	–	6	7	43	**56**	58	9	**123**
Net change	**–**	**–**	**–**	**4**	**10**	**14**	**32**	**7**	**53**

72. The budget unit of each client mission remains unchanged in the original mission locations, outside the jurisdiction of the Centre in recognition of the mostly non-transactional services provided by the heads of the budget units to the heads of mission support. Such non-transactional services by the chief budget officer are mainly strategic in nature and require close coordination with the head of mission support.

73. The Human Resources Services Section in the Centre will be responsible for providing human resources transactional services to the client missions through the administration of benefits and entitlements of international staff and national staff, on-boarding of international staff, time and attendance of international and national staff and travel of international staff and military, police and other non-staff personnel. This section would be led by a Chief (P-5) and staffing levels have been reviewed and adjusted to cater to the location-dependent activities that are expected to be retained in the mission areas. The integrated human resources management framework of the global field support strategy requires the human resources sections of the Centre's client missions to focus on strategic responsibilities in line with the new profile of human resources management functions in field missions. Such responsibilities will include strategic advisory services to mission's leadership; policy guidance; reporting; mission planning process and human resources planning; reviewing of the staffing aspects of the mission's budget; performance management; staff development; administration of justice; capacity-building; staff-management relations; coordination with operations of the United Nations country team; communication with staff; national staff recruitment and on-boarding; managing staffing tables and posts; managing the selection process for international staff; induction and visa arrangements; administration of military observers and civilian police; health insurance issues; and registry. There is also the need to ensure that sufficient human resources staff is available in the missions to support the roll-out of Inspira to the field in 2013 and provide capacity for the implementation of other upcoming human resources management change initiatives. Therefore, a number of human resources posts will continue to be needed in the missions for the foreseeable future.

Human Resources Services Section

Civilian staff	International staff USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	**Subtotal**	National staff	United Nations Volunteers	**Total**
Approved posts 2012/13	–	–	4	8	46	**58**	26	6	**90**
Proposed posts 2013/14	–	–	3	6	55	**64**	63	8	**135**
Net change	**–**	**–**	**-1**	**-2**	**9**	**6**	**37**	**2**	**45**

74. The Transportation and Movements Integrated Control Centre is a continuing service provider in the Centre for which no change in the staffing structure is expected. It is tasked with overall integrated movement analysis and planning and optimization of regional transportation resources through aggregation of demand and application of the principle of integrated planning and execution.

Transportation and Movements Integrated Control Centre

Civilian staff	International staff USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	**Subtotal**	National staff	United Nations Volunteers	**Total**
Approved posts 2012/13	–	–	4	2	6	**12**	4	–	**16**
Proposed posts 2013/14	–	–	4	2	6	**12**	4	–	**16**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

75. A new area that has been identified for the Centre is information technology and logistics. While only initial reviews have been completed, some non-location-dependent functions have been identified whose centralization at the Centre would yield efficiency gains. To this end it is proposed that 9 posts (7 information technology and 2 back-office logistics posts) be transferred to the Operations and Administration Section of the Centre as shown in table B.13. Further reviews will be conducted and their outcome reflected in future resource requirements of the Centre.

Table B.13
Proposed transfer of posts to the Regional Service Centre

	Information technology posts to be transferred to the Centre		*Logistics posts to be transferred to the Centre*	
Mission	*2012/13*	*2013/14*	*2012/13*	*2013/14*
UNAMID	–	4	–	1
MONUSCO	–	2	–	–
UNMISS	–	–	–	1
UNSOA	–	1	–	–
Total	**–**	**7**	**–**	**2**

76. With the proposed addition of posts to be transferred in 2013/14, the Centre's staffing level for each functional unit would be as shown below in table B.14. The Centre would have a total of 169 international staff, 142 national staff and 21 United Nations Volunteers, as compared to 124 international staff, 66 national staff and 9 United Nations Volunteers in 2012/13.

Table B.14

Proposed staffing distribution by function of the Regional Service Centre for 2013/14

	International staff						***International staff subtotal***	*National staff*		***National staff subtotal***		
	D-1	*P-5*	*P-4*	*P-3*	*P-2/1*	*FS*		*NPO*	*NGS*		*UNV*	***Total***
2011/12 total posts transfer	**1**	**3**	**3**	**2**	**–**	**15**	**24**	**–**	**14**	**14**	**1**	**39**
Management team	–	2	–	–	–	–	**3**	–	–	–	–	**3**
Check-in/check-out	–	–	–	–	–	2	**2**	–	2	**2**	–	**4**
Education grant	–	–	–	–	–	4	**4**	–	4	**4**	1	**9**
Regional Training and Conference Centre	–	–	–	–	–	3	**3**	–	4	**4**	–	**7**
Transportation and Movements Integrated Control Centre	–	1	3	2	–	6	**12**	–	4	**4**	–	**16**
2012/13 total posts transfer	**–**	**–**	**10**	**8**	**3**	**79**	**100**	**5**	**47**	**52**	**8**	**160**
Finance	–	–	6	1	2	33	**42**	2	24	**26**	2	**70**
Human resources	–	–	4	7	1	46	**58**	3	23	**26**	6	**90**
2013/14 total posts transfer	**–**	**2**	**2**	**7**	**1**	**33**	**45**	**-3**	**79**	**76**	**12**	**133**
Finance	–	1	2	5	–	19	**27**	–	35	**35**	7	**69**
Human resources	–	1	-1	2	1	12	**15**	-3	39	**36**	4	**55**
Information technology	–	–	–	–	–	2	**2**	–	4	**4**	1	**7**
Logistics	–	–	1	–	–	–	**1**	–	1	**1**	–	**2**
Total posts in the Centre in 2013/14	**1**	**5**	**15**	**17**	**4**	**127**	**169**	**2**	**140**	**142**	**21**	**332**

Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service, UNV, United Nations Volunteer.

F. Efficiencies from staffing levels

77. Arising out of the transfer of posts to Entebbe and the streamlining of services, 31 posts across the finance sections and 15 across the human resources sections are proposed for abolishment. Combining this with the posts already abolished in 2012/13 would result in the abolishment of a total of 75 posts (47 finance and 28 human resources posts). Using the total posts from the first year of the Centre in 2011/12 as a base, this abolishment amounts to 18 per cent in the finance sections and 8 per cent in human resources.

78. The combined reduction amounts to 12 per cent of a total of 608 posts for both the finance and human resources sections of 2011/12. Looking for efficiencies based

on total approved posts, instead of posts transferred, is in line with the concept of the Centre seeking to deliver services that do not duplicate functions already existing in the field missions. It also enforces the justification that a shared service entity such as the Centre is able to perform valuable service while delivering demonstrable efficiency gains.

Table B.15

Consolidated finance and human resources posts transferred or abolished and retained in missions as of 30 June 2014

Function	*2011/12 approved level of posts*	*Number of posts to be transferred to the Regional Service Centre in 2013/14*	*Number of posts abolished*	*2013/14 mission staffing level*	*Savings (percentage)*
Finance	268	139	47	82	18
Human resources	340	145	28	167	8

79. The total number of posts proposed to be abolished in 2013/14 for the peacekeeping missions and special political missions is 46, comprising 11 international staff, 30 national staff and 5 United Nations Volunteers across six client missions. The distribution of the posts as well as their functions in the respective missions represents a cross-section of posts that will no longer be needed in line with the delivery of services both in the client missions and the Centre.

Table B.16

List of finance and human resources posts to be abolished for 2013/14

	Finance			*Human resources*			
Mission	*Title*	*Level*	*No. of posts*	*Title*	*Level*	*No. of posts*	*Total*
MONUSCO	Finance Officer	P-4	2	Human Resources Assistant	NS	5	
	Finance Assistant	NS	5				
		UNV	2				
Subtotal			**9**			**5**	**14**
UNAMID	Finance Officer	P-5	1	Human Resources Assistant	NS	4	
	Finance Officer	P-4	2				
	Finance Assistant	NS	9				
Subtotal			**12**			**4**	**16**
UNMISS	Finance Assistant	UNV	3	Human Resources Assistant	NS	2	
Subtotal			**3**			**2**	**5**
UNSOA	Finance Officer	P-4	1				
	Finance Assistant	NS	1				
Subtotal			**2**				**2**
BNUB	Finance Assistant	FS	1	Human Resources Assistant	FS	1	

	Finance			Human resources			
Mission	*Title*	*Level*	*No. of posts*	*Title*	*Level*	*No. of posts*	*Total*
	Finance Assistant	NS	1	Human Resources Assistant	NS	1	
Subtotal			**2**			**2**	**4**
BINUCA	Finance Assistant	FS	2	Human Resources Assistant	FS	1	
	Finance Assistant	NS	1	Human Resources Assistant	NS	1	
Subtotal			**3**			**2**	**5**
Total			**31**			**15**	**46**

Abbreviations: NS, national staff; UNV, United Nations Volunteer.

80. The transfer and abolishment of posts would still leave a number of finance and human resources posts in the client missions. In line with the service delivery model for each function, the number of staff remaining within the missions is expected to be sufficient in number and expertise to ensure proper support for both finance and human resources.

81. Significant challenges are expected during 2013/14 in delivering the expected level of financial services owing to the markedly different way the delivery model has been structured. Where previously all financial transactional services were localized, the Centre's service model for financial services calls for new methods of delivery. In 2013/14, the first year of Umoja and IPSAS implementation, a number of financial challenges will still exist in the missions even as the Centre seeks to mitigate them through standardized and centralized services. It is foreseen that the client missions would benefit from the temporary retention of financial expertise with sufficient experience to further mitigate the risks. Therefore 11 temporary posts have been proposed to be based in the five peacekeeping missions (MONUSCO, UNAMID, UNMISS, UNSOA and UNISFA), not in Entebbe, at the P-4, P-3 and Field Service levels with the understanding that these would only be retained during the period from 1 July 2013 to 30 June 2014.

82. Table B.17 shows the staffing contribution by mission as of 30 June 2014.

Table B.17

Staffing contribution of missions to the Regional Service Centre as of 30 June 2014

									National staff				
	D-1	*P-5*	*P-4*	*P-3*	*P-2/1*	***Subtotal***	*FS*	***International staff subtotal***	*National Professional Officers*	*National General Service staff*	***National staff subtotal***	*United Nations Volunteers*	***Total***
MONUSCO													
2011/12 approved transfers	**–**	**1**	**–**	**1**	**–**	**2**	**5**	**7**	**–**	**6**	**6**	**1**	**14**
2012/13 approved transfers													
Finance	–	–	–	1	2	**3**	11	**14**	–	3	**3**	2	**19**

									National staff				
	D-1	P-5	P-4	P-3	P-2/1	Subtotal	FS	International staff subtotal	National Professional Officers	National General Service staff	National staff subtotal	United Nations Volunteers	Total
Human resources	–	–	1	3	–	4	12	16	–	–	–	3	19
2013/14 proposed transfers													
Finance	–	–	–	1	–	1	13	14	–	12	12	6	32
Human resources	–	–	–	–	–	–	8	8	–	16	16	2	26
Information and communications technology	–	–	–	–	–	–	1	1	–	–	–	1	2
Total transfers from MONUSCO	–	1	1	6	2	10	50	60	–	37	37	15	112
UNAMID													
2011/12 approved transfers	1	1	2	–	–	4	4	8	–	3	3	–	11
2012/13 approved transfers													
Finance	–	–	2	–	–	2	10	12	–	1	1	–	13
Human resources	–	–	–	3	–	3	17	20	–	6	6	–	26
2013/14 proposed transfers													
Finance	–	–	1	3	–	4	2	6	–	22	22	–	28
Human resources	–	1	1	1	–	3	7	10	–	13	13	–	23
Information and communications technology	–	–	–	–	–	–	–	–	–	4	4	–	4
Logistics	–	–	1	–	–	1	–	1	–	–	–	–	1
Total transfers from UNAMID	1	2	7	7	–	17	40	57	–	49	49	–	106
UNMISS													
2011/12 approved transfers	–	1	1	1	–	3	6	9	–	5	5	–	14
2012/13 approved transfers													
Finance	–	–	4	–	–	4	12	16	2	20	22	–	38
Human resources	–	–	3	1	1	5	17	22	3	17	20	3	45
2013/14 proposed transfers													
Finance	–	1	1	1	–	3	–	3	–	–	–	1	4
Human resources	–	–	–	1	1	2	–	2	–	8	8	2	12
Human resources transfer from Centre to mission	–	–	-2	–	–	-2	-3	-5	-3	–	-3	–	-8
Logistics	–	–	–	–	–	–	–	–	–	1	1	–	1
Total transfers from UNMISS	–	2	7	4	2	15	32	47	2	51	53	6	106
UNSOA													
2013/14 proposed transfers													
Finance	–	–	–	–	–	–	4	4	–	1	1	–	5

									National staff				
	D-1	*P-5*	*P-4*	*P-3*	*P-2/1*	***Subtotal***	*FS*	***International staff subtotal***	*National Professional Officers*	*National General Service staff*	***National staff subtotal***	*United Nations Volunteers*	***Total***
Human resources	–	–	–	–	–	–	–	–	–	2	**2**	–	**2**
Information and communications technology	–	–	–	–	–	–	1	**1**	–	–	–	–	**1**
Total transfers from UNSOA	**–**	**–**	**–**	**–**	**–**	**–**	**5**	**5**	**–**	**3**	**3**	**–**	**8**
Total transfers to Centre	**1**	**5**	**15**	**17**	**4**	**42**	**127**	**169**	**2**	**140**	**142**	**21**	**332**

83. Upon completion of the transfers, abolishment and retention of posts, finance and human resources staffing across the client missions would be as reflected in tables B.18 and B.19.

IX. Conclusion

84. The consolidation of financial and human resources functions in the Centre is a significant step forward in service delivery for the Department of Field Support. The Centre will continue to work in line with the global field support strategy to deliver services that reflect an integrated support structure for the client missions. The identification of resource gains that can be anticipated from the delivery of consolidated services by the Centre reflects the effort and consideration invested by the Department in putting together the support framework. Making the delivery model work effectively is a challenge that should not be underestimated, especially while ensuring the successful implementation of IPSAS and the roll-out of Umoja during the financial year. Mitigating the risks inherent in the adoption of new methods, while continuously improving the delivery model for the client missions, will drive the work of the Centre administration and its staff in the immediate future.

Table B.18

Finance posts proposed to be transferred to the Regional Service Centre and retained in the missions by 1 July 2013

	International staff										*National Staff*				
	D-1	*P-5*	*P-4*	*P-4 GTA*	*P-3*	*P-3 GTA*	*P-2/1*	*FS*	*FS GTA*	***Subtotal***	*NPO*	*NGS*	***Subtotal***	*UNV*	***Total 2013/14***
Finance staffing of Centre	**–**	**1**	**8**	**–**	**6**	**–**	**2**	**52**	**–**	**69**	**2**	**59**	**61**	**9**	**139**
Finance staffing of missions	**–**	**–**	**–**	**4**	**7**	**4**	**–**	**26**	**3**	**44**	**7**	**41**	**48**	**–**	**92**
UNAMID	–	–	–	1	1	1	–	7	1	**11**	1	9	**10**	–	**21**
MONUSCO	–	–	–	1	1	1	–	4	1	**8**	4	12	**16**	–	**24**
UNMISS	–	–	–	1	1	1	–	8	1	**12**	1	10	**11**	–	**23**
UNISFA	–	–	–	–	1	1	–	2	–	**4**	–	2	**2**	–	**6**
UNSOA	–	–	–	1	1	–	–	3	–	**5**	–	5	**5**	–	**10**

	International staff										National Staff				
	D-1	P-5	P-4	P-4 GTA	P-3	P-3 GTA	P-2/1	FS	FS GTA	Subtotal	NPO	NGS	Subtotal	UNV	Total 2013/14
BNUB	–	–	–	–	1	–	–	1	–	2	1	1	2	–	4
BINUCA	–	–	–	–	1	–	–	1	–	2	–	2	2	–	4
Total	**–**	**1**	**8**	**4**	**13**	**4**	**2**	**78**	**3**	**113**	**9**	**100**	**109**	**9**	**231**

Note: Of the 139 finance posts transferred to the Centre, 16 posts (3 P-4, 1 P-3, 8 FS, 3 NGS and 1 UNV) have been reprofiled for the Centre's cross-cutting functions.

Abbreviations: GTA, general temporary assistance; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.

Table B.19

Human resource posts proposed to be transferred to the Regional Service Centre and retained in the missions by 1 July 2013

	International staff							National staff				
	D-1	P-5	P-4	P-3	P-2/1	FS	Subtotal	NPO	NGS	Subtotal	UNV	Total 2013/14
Human resource staffing of Centre	**–**	**1**	**3**	**9**	**2**	**58**	**73**	**–**	**62**	**62**	**10**	**145**
Human resource staffing of missions	**–**	**3**	**8**	**10**	**–**	**56**	**77**	**10**	**81**	**91**	**–**	**168**
UNAMID	–	1	2	3	–	22	**28**	2	34	**36**	–	**64**
MONUSCO	–	1	2	3	–	8	**14**	1	24	**25**	–	**39**
UNMISS	–	1	2	2	–	15	**20**	5	14	**19**	–	**39**
UNISFA	–	–	1	1	–	2	**4**	–	2	**2**	–	**6**
UNSOA	–	–	1	–	–	6	**7**	1	4	**5**	–	**12**
BNUB	–	–	–	1	–	1	**2**	–	2	**2**	–	**4**
BINUCA	–	–	–	–	–	2	**2**	1	1	**2**	–	**4**
Total	**–**	**4**	**11**	**19**	**2**	**114**	**150**	**10**	**143**	**153**	**10**	**313**

Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.

Justification of financial resources

85. The Centre's cost estimates for 2013/14 and their variance from the previous year's apportionment are summarized in table B.20. Justifications are provided below for the financial resources proposed for the Centre for 2013/14 under each class of expenditure (resource amounts are expressed in thousands of United States dollars).

Table B.20
Financial resources summary
(Thousands of United States dollars, rounded)

	1 July 2011 to 30 June 2012	*1 July 2012 to 30 June 2013*	*1 July 2013 to 30 June 2014*	*Variance*	
	Expenditures	*Apportionment*	*Cost estimates*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Civilian personnel					
International staff	2 504.3	16 425.2	24 311.7	7 886.5	48.0
National staff	75.9	1 065.2	2 068.4	1 003.2	94.2
United Nations Volunteers	46.6	518.6	889.6	371.0	71.5
Subtotal	**2 626.8**	**18 009.0**	**27 269.7**	**9 260.7**	**51.4**
Operational costs					
Consultants	–	219.3	395.5	176.2	80.3
Official travel	133.0	194.0	223.3	29.3	15.1
Facilities and infrastructure	3 074.1	7 176.7	7 903.3	726.6	10.1
Ground transportation	108.2	123.4	179.5	56.1	45.5
Communications	18.1	619.0	1 340.9	721.9	116.6
Information technology	60.0	1 663.5	1 424.1	(239.4)	(14.4)
Medical	24.5	71.6	91.4	19.8	27.7
Other supplies services and equipment	75.1	99.5	133.1	33.6	33.8
Subtotal	**3 493.0**	**10 167.0**	**11 691.1**	**1 524.1**	**15.0**
Gross requirements	**6 119.8**	**28 176.0**	**38 960.8**	**10 784.8**	**38.3**
Staff assessment income	260.1	1 726.3	2 355.1	628.8	36.4
Net requirements	**5 859.7**	**26 449.7**	**36 605.7**	**10 156.0**	**38.4**
Total requirements	**6 119.8**	**28 176.0**	**38 960.8**	**10 784.8**	**38.3**

	Resources
International staff	$24 311.7

86. Provision is made for the salaries and associated costs for 169 international posts at a budgeted vacancy rate of 5 per cent compared to an actual vacancy rate of 6.5 per cent in November 2012. The vacancy rate for international posts has been improving as posts are now largely filled through the transfer of existing staff or through the rosters. The increase in resource requirements is mainly due to the proposed additional transfer of 45 international posts.

	Resources
National staff	$2 068.4

87. Provision is made for the salaries and associated costs for 142 national posts at a budgeted vacancy rate of 15 per cent. Although the actual vacancy rate as at November 2012 was 30 per cent the high level of vacancies will be addressed through a major job fair to be organized by the Centre in February 2013. The increase in resource requirements is mainly due to the proposed additional transfer of 76 posts.

	Resources
United Nations Volunteers	$889.6

88. Provision is made for the allowances and associated costs for 21 United Nations Volunteers at a budgeted vacancy rate of 10 per cent compared to an actual vacancy rate of 11 per cent in November 2012. The variance is due to the proposed additional 12 positions to be transferred to the Centre.

	Resources
Consultants	$395.5

89. In addition to the consultant currently required for the business continuity project, the proposal includes three additional consultants for a period of six months to address continuous process improvements using the Lean Six Sigma methodology.

	Resources
Official travel	$223.3

90. Provision is made to accommodate the proposed increased staffing level of the Centre and travel for workshops, meetings, limited training and consultations for the administration of the Centre.

	Resources
Facilities and infrastructure	$7 903.3

91. Provision is made for continued construction requirements comprising two hard-wall office buildings and a training centre. In addition the Centre will provide its share of the improvements to the base in accordance with the cost-sharing arrangement with MONUSCO based on office space allocation. The Centre's contribution will cover water distribution improvements, sewage and drainage systems, walkways and parkways projects and improvements to security measures.

	Resources
Ground transportation	$179.5

92. Provision is made for 33 vehicles, including the addition of 18 vehicles to the 15 vehicles already allocated for the use of the Centre, taking into account the

proposed increase of 167 staff in the Centre while still keeping to a ratio of 10 civilian staff to each vehicle. The Centre expects to keep its need for vehicles low to reflect the nature of its business.

	Resources
Communications	$1 340.9

93. Provision is made for the acquisition of four uninterruptible power supply units to ensure continuity of operations of the Centre. There is a continued risk that needs to be addressed as the Centre's operations grow and dependency on equipment and power increases. In addition the requirements reflect the increased number of significant critical functions being carried out from Entebbe serving seven different missions (UNPOS support is carried out by UNSOA) requiring adequate communication channels.

	Resources
Information technology	$1 424.1

94. Provision is made for six internationally contracted information technology personnel as well as for centralized data storage and services and centrally supported software suites that will be used by the Centre.

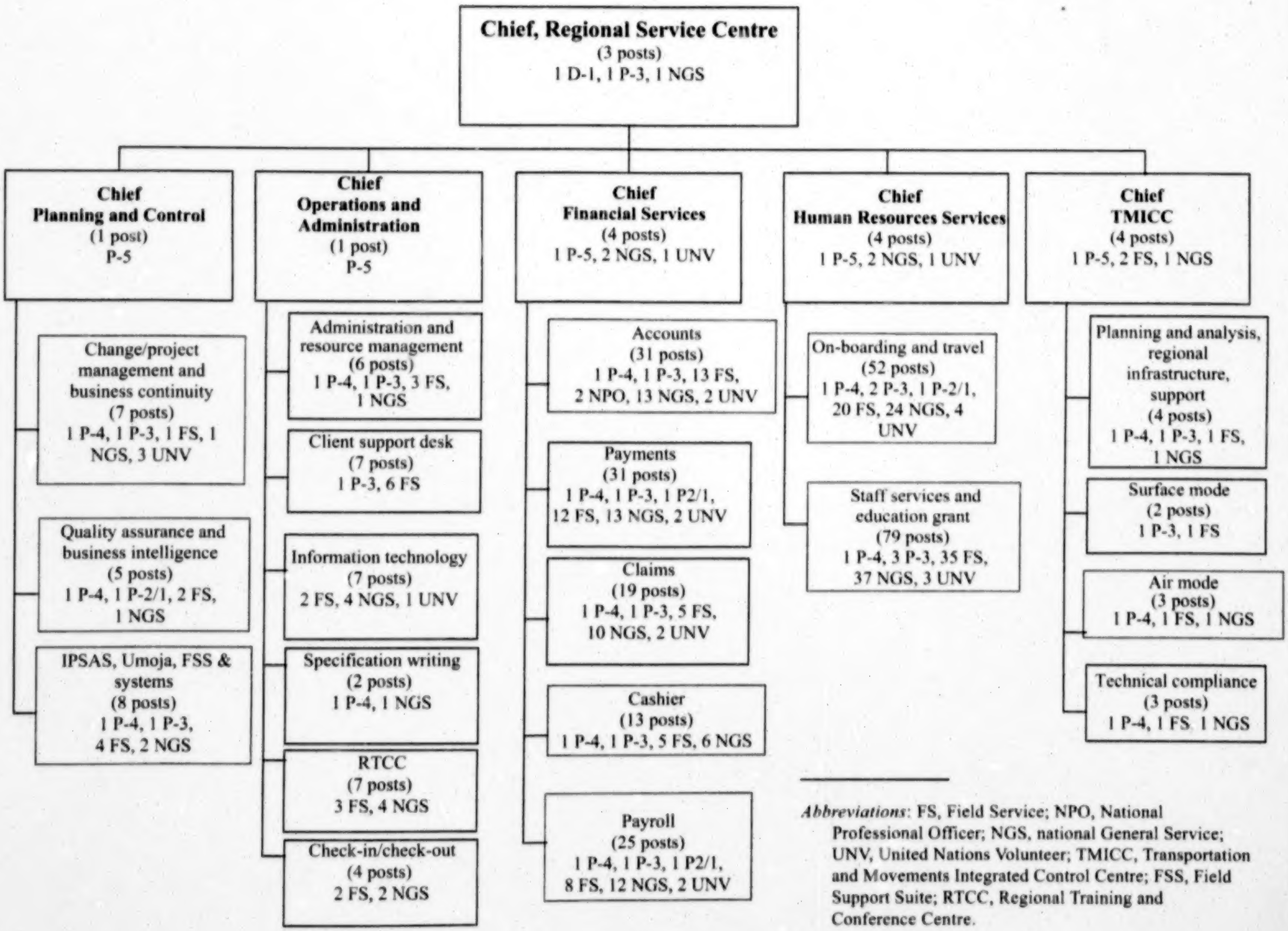
	Resources
Medical	$91.4

95. Provision is made for medical services for 332 staff members of the Centre.

	Resources
Other supplies services and equipment	$133.1

96. Provision is made for subscriptions, printing and reproduction supplies and services for 332 staff members.

Organizational structure and breakdown of posts in the Regional Service Centre (2013/14)


Chief, Regional Service Centre
(3 posts)
1 D-1, 1 P-3, 1 NGS
Chief
Planning and Control
(1 post)
P-5
Change/project management and business continuity
(7 posts)
1 P-4, 1 P-3, 1 FS, 1 NGS, 3 UNV
Quality assurance and business intelligence
(5 posts)
1 P-4, 1 P-2/1, 2 FS, 1 NGS
IPSAS, Umoja, FSS & systems
(8 posts)
1 P-4, 1 P-3, 4 FS, 2 NGS
Chief
Operations and Administration
(1 post)
P-5
Administration and resource management
(6 posts)
1 P-4, 1 P-3, 3 FS, 1 NGS
Client support desk
(7 posts)
1 P-3, 6 FS
Information technology
(7 posts)
2 FS, 4 NGS, 1 UNV
Specification writing
(2 posts)
1 P-4, 1 NGS
RTCC
(7 posts)
3 FS, 4 NGS
Check-in/check-out
(4 posts)
2 FS, 2 NGS
Chief
Financial Services
(4 posts)
1 P-5, 2 NGS, 1 UNV
Accounts
(31 posts)
1 P-4, 1 P-3, 13 FS, 2 NPO, 13 NGS, 2 UNV
Payments
(31 posts)
1 P-4, 1 P-3, 1 P2/1, 12 FS, 13 NGS, 2 UNV
Claims
(19 posts)
1 P-4, 1 P-3, 5 FS, 10 NGS, 2 UNV
Cashier
(13 posts)
1 P-4, 1 P-3, 5 FS, 6 NGS
Payroll
(25 posts)
1 P-4, 1 P-3, 1 P2/1, 8 FS, 12 NGS, 2 UNV
Chief
Human Resources Services
(4 posts)
1 P-5, 2 NGS, 1 UNV
On-boarding and travel
(52 posts)
1 P-4, 2 P-3, 1 P-2/1, 20 FS, 24 NGS, 4 UNV
Staff services and education grant
(79 posts)
1 P-4, 3 P-3, 35 FS, 37 NGS, 3 UNV
Chief
TMICC
(4 posts)
1 P-5, 2 FS, 1 NGS
Planning and analysis, regional infrastructure, support
(4 posts)
1 P-4, 1 P-3, 1 FS, 1 NGS
Surface mode
(2 posts)
1 P-3, 1 FS
Air mode
(3 posts)
1 P-4, 1 FS, 1 NGS
Technical compliance
(3 posts)
1 P-4, 1 FS, 1 NGS

Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer; TMICC, Transportation and Movements Integrated Control Centre; FSS, Field Support Suite; RTCC, Regional Training and Conference Centre.